
**FY 2000
RESULTS REVIEW AND
RESOURCE REQUEST**

USAID/UGANDA
MARCH 1998

FY 2000 RESULTS REVIEW AND RESOURCE REQUEST USAID/UGANDA

March 1998

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**FY 2000 RESULTS REVIEW
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**SECTION A
RESULTS REVIEW**

PART I: OVERVIEW AND FACTORS AFFECTING PROGRAM PERFORMANCE

During FY 1996/97, Uganda sustained high growth levels despite a major drought and kept inflation under control while the economy continued to diversify. Major trends included GDP growth of five percent (compared to 8.5% in 1995/96), 14% growth in the manufacturing sector, a significant reduction in basic food crop production due to atypical weather patterns, an annual inflation rate of 10%, and increased foreign exchange reserves. In addition, the exchange rate remained stable. In recognition of its steady economic performance and continued commitment to macro-economic reform, Uganda, in April 1997, became the first country to be granted debt relief under the IMF/World Bank Heavily Indebted Poor Countries initiative (HIPC). When implemented, HIPC is expected to provide Uganda with a total debt relief estimated at \$350-400 million over ten years. Despite the success achieved so far and the relatively high levels of growth, sustained broad economic growth which provides increased employment is necessary to achieve a widespread reduction in poverty (per capita income is about \$220 per year). While the rate of new HIV infection is declining for the fifth straight year, HIV rates are still extremely high (for example, over 14% of 20-24 year olds in test groups), which hampers both social and economic progress.

Recent factors which have resulted in changes in the development context include: 1) continued insurgency in the North and incursions along the western border, 2) the rapid implementation of decentralization, and 3) unusual weather patterns attributed to *El Nino*.

Military spending continues to consume 15-20% of the GOU's total budget, and continuing insecurity undermines development in the northern third of the country and along the western border. By the beginning of 1998, an estimated 370,000 persons were displaced by internal conflict and these numbers may be increasing, particularly in the North. Further, insecurity along the western border has caused a sharp decline in tourism nation-wide (see SO 2 and Special Objective).

In August 1997, the Local Governments Act was signed into law, immediately transferring almost all social-service resources and decision-making directly to Uganda's 45 districts, which will be administered by locally-elected officials (33% of whom will be women) who will take office by mid-1998. The implementation of this Act profoundly changes the entire structure of government, including the roles of members of parliament (MPs) and central ministries. The overall impact on GOU functions that were formerly within the sole purview of central sectoral ministries remains unclear for the foreseeable future (see SOs 3 and 5).

Adverse weather conditions and the resulting poor performance in the agricultural sector have slowed economic growth. As production of basic food crops fell, food prices rose by 22%, driving up the annual inflation rate to 10%. Despite this setback, the GOU managed to maintain a low level of inflation for non-food items of 2% (see SO 1).

Each SO narrative summary indicates the U.S. national interest served and demonstrates how the individual SO is consistent with the priorities and goals of the U.S. Mission Program Plan (MPP) for Uganda.

Summary Table

Objective Name	Rating	Evaluation findings
SO 1: Increased Rural Household Income	Exceeded	(1) Impact Assessment of Micro-finance Services in Uganda; (2) Impact Study of USAID/Uganda's assistance to the GOU's Rural Feeder Road program.
SO 2: Critical Ecosystems Conserved to Sustain Biological Diversity and to Enhance Benefits to Society	Met	
SO 3: Quality Basic Education for an Increased Percentage of Ugandan Children	Exceeded	
SO 4: Increased Service Utilization and Changed Behaviors Related to Reproductive/ Maternal and Child Health in selected districts	Met	
SO 5: Civic Pluralism Expanded and Constitutional Checks and Balances Implemented	Met	
SPO: Reintegration of Northern Uganda	New	
Percent funding through NGOs and PVOs: FY98 32%; FY99 33%; FY00 34%		

PART II: PROGRESS TOWARD OBJECTIVES

Strategic Objective 1: Increased Rural Household Incomes In Targeted Regions

Performance Analysis

USAID/Uganda's economic growth program exceeded performance expectations during the reporting period. SO 1 relates directly to the U.S. national interest, economic prosperity, which is reflected in Embassy Kampala's MPP, goals 4 and 5. SO 1 promotes broad-based economic growth in Uganda, improves Ugandans' standard of living (MPP goal 5) and, more specifically, promotes expanded U.S. trade and investment in Uganda (MPP goal 4).

Expenditure growth (a proxy indicator for household income) far exceeded targets for all but the Central region¹; average monthly rural household expenditures increased by 14.7%, countrywide. These increases are attributed to the 3.9 percent growth in cash crops during GOU's fiscal year 1996/97. Uganda's traditional perennial cash crops (coffee, tea and cotton), primarily in Eastern and Western regions, responded positively to Uganda's recent trade liberalization policies, with coffee exports increasing in volume by 12% (a decline in world coffee prices caused a decrease in coffee receipts); tea exports increasing by 36.8% (due also to the rehabilitation of tea plantations and the privatization of tea factories to smallholders); and cotton exports growing by 68.2%.

In Uganda's food crop sector, severe weather fluctuations, due in part to El Nino, caused havoc. Very late rains and a prolonged drought during the first growing season significantly reduced overall production of maize, beans, and other basic food security (low-value) crops. Second season rains also came late, further delaying planting. Some crops were later inundated by heavy rains and severe flooding, reducing yields. As a result, maize and bean production for the two seasons in 1997 was down by 30-40% from expected national output, creating a precarious food security situation for the country as a whole.

Despite the adverse impact of weather, project-level interventions demonstrated that productivity of food crops can be improved. Field demonstration activities have expanded from 306 to 480 sites in eight districts this past year, involving farmers, local extension workers, farm-level community groups (of which 45% of the members are women) and local private sector input suppliers. In response, farmer demand for improved cultivation practices and improved seed and fertilizers has increased. For instance, demand for improved maize and bean seeds quadrupled in the last year. USAID-funded seed multiplication programs have been instituted in seven districts resulting in the release of five new seed varieties. This initial activity was accomplished in partnership with the National Agricultural Research Organization, the International Center for Tropical Agriculture, and the International Institute of Tropical Agriculture (IITA). Traditional varieties of cassava, long a staple throughout the region, are no longer producing yields as a result of the endemic spread of Cassava Mosaic Disease. With the introduction of new Mosaic-resistant cassava, funded through the Title II monetization activity, farmers are now sustaining yields of over eight tons per hectare. Efforts to reduce post-harvest losses and develop low-cost grain storage technologies have resulted in a number of prototype grain dryers and on-farm storage facilities which local entrepreneurs are constructing for sale to farmers in 10 districts. Continued work in post-harvest technology will expand agricultural enterprises in the sector and also reduce grain

¹For income/expenditure data on the North, see narrative for Special Objective.

storage losses, which account for 30% of total crop production and are valued at \$18 million per year. USAID-supported market information networks, including weekly radio broadcasts, newspaper commodity updates, and price bulletins in seven languages, currently reach over 100,000 farmers.

Through USAID-funded efforts over the last year, milk production has continued to increase. More than 1000 farmers and cooperative members were trained, and 10 local cooperative associations and two national umbrella dairy associations were formed. Artificial insemination technology was introduced in several dairy associations and improved herd management and "zero grazing" practices were adopted in 25 districts. Finally, oil-seed production (supported through the Title II monetization activity) has more than doubled this past year. This increase is due to two factors: First, improved sunflower seed varieties brought about a two-fold increase in production per hectare. Secondly, the efficiency of the extraction process from improved varieties doubled, reducing the amount of seed required to produce one liter of oil from eight to four kilograms. These achievements are attributed to a training outreach program in 12 districts for 13,557 farmers (29% of which are women).

USAID has played a major role in the growth of the non-traditional agricultural export sector. Impressive export earnings from high value non-traditional crops have been achieved -- project level targets were exceeded by 127 % for cut flowers, 384% for fruits and vegetables, and 322% for essential oils and spices (performance data tables show national level indicators). USAID has supported business planning, facilitated financing arrangements, secured overseas markets, identified foreign investors, conducted feasibility studies and improved production technology to commercially based, high- and low-value farming enterprises and to exporter associations. These activities have led to over 80 new profit-making enterprises involved in production and export of selected commodities. For example, the cut flower industry which did not exist five years ago has grown to about 20 firms and earned \$14 million in foreign exchange in 1997, through exports to the Dutch auction market in Europe. Other high value exports consisting of vanilla, mushrooms, essential oils and spices, cabbages, tomatoes, mangoes, jack fruits, hot peppers, passion fruit and green beans, are growing significantly, earning over \$22 million last year. Household incomes even in the remote areas of the country are being impacted, as evidenced by small growers of passion fruit (grenadilla) and mushrooms, who are profitably producing for export.

The export of low-value crops decreased, a result of the decline in basic food-crop production (as previously cited). In addition, increased home consumption of green maize and beans, as well as farmers holding much of their available grain in fear of food shortages and resulting high prices, further restricted availability for sale and export. Finally, flooding destroyed many farm-to-market access roads, limiting access to market outlets.

Increased access to financial services allows rural households to diversify and expand their income-generating activities, thereby contributing to an increase in rural household income. USAID is the driving force behind the impressive expansion of micro-finance in Uganda. Through USAID-supported training and assistance, the number of sustainable financial intermediaries reaching out to micro and small enterprises has increased from zero in 1995 to five in 1997. Increasing access to credit and saving services has resulted in a dramatic increase in the number of households reached this year -- 13,808 new borrowers and 19,313 new savers, up from 5,250 and 7,500 last year (in fact, the increase was so great that targets have been revised upwards). This success is attributed to USAID/Uganda's cutting edge micro-finance initiative, encouraging sustainable financial service delivery through more than 20 local institutions (consisting of banks and non-profit organizations). This initiative

promotes international best practices through training courses, one-on-one technical assistance, and the provision of grants. A highlight of the financial-services intermediate result is the achievement of the Cooperative Bank, the only agricultural bank in Uganda. It showed a net operating profit for the first time in over 10 years as a result of USAID's committed restructuring activity. Furthermore, the Coop Bank's first microenterprise agency reached 2,000 rural creditors in three months and raised over \$150,000 in savings.

USAID/Uganda's efforts to expand financial services continue to target women, who comprise 70% of the microenterprise program's beneficiaries. In a recent USAID-funded survey of female-headed households involved in microenterprise, women reported that they were better able to meet basic needs, reflecting not only the ability of these women to meet the present physical needs of their families but also demonstrating their ability to exercise control over resources and to alter the inherent inequality in the traditional male/female relationship.

The enabling environment for business development continues to improve. This past year, USAID-assistance has continued to focus on streamlining the government red-tape that prevents business expansion. The Office of the Registrar has been computerized, shortening the time to register company names, a key step in the business registration process. In an effort to facilitate business start-ups in Uganda, the USAID-funded "Practical Guide to Doing Business in Uganda" provides investors with easy access to start-up procedures, regulations, and contact information for key government bodies. To expand the financial sector and diversify investment, USAID assistance (AFR/SD resources) has strengthened the Capital Market Authority, Uganda's security regulatory body, increasing its regulatory capacity and ensuring transparent and fair guidelines. This in turn contributed to the establishment of Uganda's first stock exchange in May 1997. Continued support to the Uganda Investment Authority has helped Uganda to better focus its trade and investment opportunities and be increasingly responsive to domestic and foreign investors interested in the rich non-traditional agricultural sector. The National Forum (a private-sector dialogue forum created with USAID funding) has contributed to vibrant private-sector led dialogue on critical legal and regulatory constraints, and has helped government in formulating policy to address these problems. The National Forum has impacted such areas as GOU's implementation of the value-added tax and incentives for foreign investment. Finally, through direct USAID efforts, 1997 has seen a significant rise in women's participation in business associations (increasing from 269 to 525 this year), a powerful forum for women to better advocate policy change and enhance their participation in the commercial sector. Overall, USAID support has contributed significantly to the flow of private investment which totals \$1.4 billion over the last six years and has created an estimated 16,000 new jobs.

Expected Progress Through 2000

Against a backdrop of an agricultural-based economy (85% of the population is dependent on agriculture) and low per capita income of \$220, Uganda's agricultural production and food security are expected to grow. However, this sector will continue to require significant external assistance to become genuinely sustainable. USAID assistance has significantly contributed to the consistent positive performance in the sector. With the consolidation of agriculture and private sector in SO 1, the Mission will continue to integrate and seek greater complementary program impact from ongoing interventions. Interventions include increased agricultural production and export for both low- and high-value non-traditional commodities, increased food availability through improved post-harvest technology, an expanded dairy sector which meets both domestic and export demand, rehabilitation of farm-to-market roads, increased financial services for the poor, continued legal and regulatory reform linked to trade

and investment, and selected policy interventions to encourage investment and facilitate trade.

The GOU anticipates that lower-than-expected production in 1997 and the likelihood of poorly distributed rains for the second half of 1998, may further reduce economic growth. The USAID-funded Famine Early Warning System (FEWS) confirms that the El Nino weather phenomenon is causing unusual rainfall patterns across Uganda, increasing post-harvest losses (increased humidity and pest infestation causing rotting), and this trend is expected to continue through the first half of 1998. If true, low yields could reduce exports of staple and traditional cash crops. Nevertheless, USAID/Uganda believes that significant growth can still be realized in the agricultural sector. During the past year, clear evidence from improved-seed demonstrations at the farm level has shown that crop yields for basic food security crops (maize, beans and cassava) can double or even triple. Any quantum leap

Lacking skills in the collection and analysis of agronomic data, the Ministry of Agriculture is benefiting from a joint VOCA-FEWS training program focused on improving food security monitoring. As part of this effort, VOCA volunteers and FEWS staff conducted an intensive 6-week course in data collection, data base management and analysis for Ministry staff in the National Early Warning Food Information Unit. Follow-on training in FY 1998 and 1999 will focus on improving data analysis skills and strategic planning. The intent of these efforts is to improve the reliability and timeliness of information for monitoring food security and for effecting disaster mitigation and introducing development activities.

in agricultural production, however, will be tempered not only by the vagaries of weather, but also by the lack of basic infrastructure (roads, electricity, and communication), and the development of regional and international markets.

Assuming average weather conditions, non-traditional exports are expected to grow by 10% for low-value products and by 20% for high-value products in the next year. With farmers increasing their demand for inputs as well as financial services, the Mission expects related off-farm enterprises (for example, seed and fertilizer dealers, equipment manufacturing, etc.) to expand to meet this demand. Finally, USAID support to the dairy sector will build on past successes to increase milk production, improve the quality of milk, and employ people in the rural areas.

Box 1: Capacity Building of GOU Counterparts

serve as the basis for future Mission support to GOU's road sector program.

An impact study of the Rural Feeder Road activity (results expected August 1998) will

USAID-assisted financial services are expanding deeper into rural areas, providing the rural poor with the means to further diversify household income (historically limited to the sale of agricultural products). Diversification will enable farm-based households to better cope with fluctuations in agricultural production and prices. The Mission expects significant growth in the number of new borrowers and savers, to 50,000 and 90,000 respectively over the next three years (these figures are cumulative numbers). Major contributions to the achievement of Mission targets will be through our partners, the Cooperative Bank, FINCA, and Freedom From Hunger. A new baseline survey, just completed, will help the Mission to clearly establish how well the program is benefitting targeted beneficiaries (eg. women, agricultural and urban enterprises).

Meanwhile, the Mission is evaluating new program initiatives based on current targets of opportunity. In the agricultural sector, these are: 1) Increase the responsiveness of private sector input and output markets to increased farmer demand for fertilizer, seeds, and other

essential technology required for production and productivity increases; 2) Expand the transfer of technology to allow greater numbers of farmers and off-farm enterprises access to proven technology from existing program interventions and; 3) Increase regional trade with neighboring countries. Additional resources from the Africa Food Security Initiative or an increase in economic growth funds would substantially increase the likelihood of these interventions.

While SO 1 will continue to provide selected technical assistance to improve the enabling environment for business development, current resources do not permit the Mission to take on the pressing needs that still hamper private investment and new business start-ups. USAID/Uganda has submitted a Trade and Investment proposal requesting support from the President's Partnership for Economic Growth and Opportunity in Africa Initiative. With additional funds from this initiative, SO 1 can further assist in streamlining the GOU red-tape that hampers import and export activities, in revitalizing Uganda's investment promotion and facilitation, in removing impediments to GOU's speedy development of a viable infrastructure, and in promoting linkages between Ugandan and U.S. companies/business associations. These linkages will encourage greater use of U.S. private sector technical know-how, promote joint ventures, and increase well-targeted U.S.-based investment in Ugandan enterprises.

Performance Monitoring

IR 1.2 was modified slightly to include "selected" non-traditional agricultural exports, reflecting the fact that the Mission has selected certain commodities with high export and income-generating potential as part of the overall SO 1 strategy to increase rural household incomes.

Under IR 1.3, a second indicator was added, "productivity of selected food products in targeted districts." The data on productivity is useful for determining the strength of the link between the sub-IR on adoption of improved production and post-harvest technologies and actual increases in both production and productivity.

Because of inherent difficulties in depending on GOU sources for national-level production data in particular yields and volume of low-value crops (maize, beans etc.), SO 1 intends to design a new data collecting methodology, to be implemented in the next few months, which includes revising maize and bean targets in selected districts (targets under both IR 2 and IR 3).

Strategic Objective 1 Performance Data Tables

OBJECTIVE: Increased Rural Household Income APPROVED: 02/11/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: SO 1			
INDICATOR: Average rural household monthly expenditure in targeted regions			
UNIT OF MEASURE: Uganda shillings SOURCE: Ministry of Planning and Economic Development, National Household Survey INDICATOR DESCRIPTION: Percentage increases in average monthly expenditures for households involved in USAID activities. COMMENTS: The exchange rate for the base year (1992/93) was U.S.\$ 1 = U.shs.1,239. Actual figures in Uganda shillings. However, percentages are given for future years for comparative purposes. National data is not available for increases in income, therefore, household expenditure is used as a proxy for income.	YEAR	PLANNED	ACTUAL
	1992/3(B)	Central Western Eastern Northern	54,296 46,004 46,137 38,643
	1995	Central Western Eastern	85,400 57,958 50,553
	1996	Central +7% Western +4% Eastern +6%	90,723 (6.2%) 71,183 (22.8%) 65,414 (29.4%)
	1997	Central +7% Western +4% Eastern +6%	95,723 (5.1%) 87,461 (22.9%) 84,478 (29.1%)
	1998	Central +7% Western +4% Eastern +6%	
	1999	Central +7% Western +4% Eastern +6%	
	2000	Central +7% Western +4% Eastern +6%	

OBJECTIVE: Increased Rural Household Income APPROVED: 02/11/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: I.R. 1.1: Increased Use of Financial Services by Rural Households			
INDICATOR: Number of new, small/micro rural business borrowers			
UNIT OF MEASURE: Number of individuals <hr/> SOURCE: Records of participating NGOs, banks, and MFIs <hr/> INDICATOR DESCRIPTION: Number of new individuals with small or microenterprises who borrow money. <hr/> COMMENTS: Small and microentrepreneurs for this purpose are defined as individuals with a loan size under US\$1500. Baseline year calculates total microenterprise borrowers at sustainable financial intermediaries. Mission's microenterprise initiative expanded in March 1997 contributing to a dramatic increase in actual numbers. As a result, the I.R. 1.1 team has amended future targets upwards. The I.R. 1.1 team estimates 70% of borrowers will be women	YEAR	PLANNED	ACTUAL
	1994 (B)		9,100
	1995		3, 800
	1997	6,000	13,808
	1998	18,000	
	1999	18,000	
	2000	25,000	

OBJECTIVE: Increased Rural Household Income APPROVED: 02/11/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: I.R. 1.1: Increased Use of Financial Services by Rural Households			
INDICATOR: Number of new individuals opening savings accounts			
UNIT OF MEASURE: Number of individuals <hr/> SOURCE: Records of participating NGOs, banks, and MFIs <hr/> INDICATOR DESCRIPTION: Number of individuals who open a savings account <hr/> COMMENTS: Baseline year calculates total microenterprise savers with sustainable financial intermediaries. Mission's microenterprise initiative expanded in March 1997 contributing to a dramatic increase in actual numbers. As a result, the I.R. 1.1 team has amended future targets upwards. The 1997 savers numbers include 20,711 new accounts (term deposit, current account and/or savings) at the Cooperative Bank. This exceptional growth rate is not sustainable, so it has not been accounted for in targets. The I.R. 1.1 team estimates 70% of savers will be women	YEAR	PLANNED	ACTUAL
	1995		37,000
	1997	11,000	40,024
	1998	23,000	
	1999	28,000	
	2000	40,000	

OBJECTIVE: Increased Rural Household Income APPROVED: 02/11/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: I.R. 1.1: Increased Use of Financial Services by Rural Households			
INDICATOR: Number of sustainable financial intermediaries delivering rural financial services.			
UNIT OF MEASURE: Number <hr/> SOURCE: Participating NGOs, MFIs, banks, and Coop Bank <hr/> INDICATOR DESCRIPTION: Number of financial intermediaries participating in Mission programs that: 1) use full, cost-covering interest rates and fees; and 2) have delinquency rates below 10% and loan losses under 5% of the intermediary's loan portfolio in a given year. <hr/> COMMENTS: For 1) above, Banks which make an operating profit or NGOs which have a business plan and have established interest rates and fees to achieve the plan would meet this indicator description.	YEAR	PLANNED	ACTUAL
	1995 (B)		0
	1996		3
	1997	4	5
	1998	6	
	1999	8	
	2000	10	

OBJECTIVE: Increased Rural Household Income APPROVED: 02/11/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: I.R. 1.2: Increased Selected Non-traditional Agricultural Exports			
INDICATOR: Value of Selected Non-traditional Agricultural Exports (NTAEs)			
UNIT OF MEASURE: Millions of U.S.\$ SOURCE: Ministry of Economic Planning, Statistics Department, and IDEA Project INDICATOR DESCRIPTION: Value of products exported COMMENTS: To better monitor performance impact, more specific targets have been set for value of selected NTAEs, as well as total NTAEs. Oils and Spices do not include Sesame and Soya bean seeds *Maize and beans export figures are still provisional until the GOU 1998/99 fiscal year budget is released. **Results figures given for 1997 are estimates provided by the IDEA project. Actual figures will be available after the semi annual report to be submitted in April, 1998.	YEAR	PLANNED	ACTUAL
	1990 (B)		non-traditional exports 25
	1995		NTAE 130 Maize 23 Beans 16.15 Oil/Spices 2.24 Flowers 6.09 Fruits/Veg 0.63
	1996 *		NTAE 140 Maize 17.82 Beans 16.1 Oils/Spices 2.42 Flowers 10 Fruits/Veg 1.42
	1997 **	NTAE 170	NTAE 170 Maize 11 Beans 5 Oils/Spices 4.71 Flowers 14 Fruits/Veg 2.05 Cocoa 1.6
	1998	NTAEs 200 Maize 15 Beans 6 Oil/Spices 6 Flowers 18.8 Fruits/Veg 3 Cocoa 2.5	

	1999	NTAE	220	
		Maize	18	
		Beans	10	
		Oil/Spices	7.45	
		Flowers	23.1	
		Fruits/Veg.	3.54	
		Cocoa	4.5	
	2000	NTAEs	240	
		Maize	23	
		Beans	12	
		Oil/Spices	7.8	
		Flowers	24	
		Fruits/Veg.	3.7	
		Cocoa	4.95	

OBJECTIVE: Increased Rural Household Income APPROVED: 02/11/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: I.R. 1.2: Increased Selected Non-traditional Agricultural Exports			
INDICATOR: Volume of Selected Non-traditional Agricultural Exports			
UNIT OF MEASURE: Metric Tons <hr/> SOURCE: 1. Maize & Beans: Ministry of Economic Planning, Statistics Department 2. Oils/Spices, Flowers and Fruits & Veg: IDEA Project INDICATOR DESCRIPTION: Volume of NTAE's exported. <hr/> COMMENTS: *Actual figures for Maize and beans export figures are provisional until the GOU 1998/99 fiscal year budget is released. Oils and Spices do not include Sesame and Soya bean seeds	YEAR	PLANNED	ACTUAL
	1990 (B)		Maize 26,000 Beans 9,000 Oil/Spices 17 Flowers 2 Fruits/Veg 46
	1995		Maize 98,000 Beans 26,000 Oil/Spices 100 Flowers 670 Fruits/Veg 792
	1996		*Maize 86,000 *Beans 40,000 Oils/Spices 247 Flowers 1,240 Fruits/Veg 1520
	1997	Maize 52,000 Beans 12,000 Oil/Spices 255 Flowers 1,515 Fruits/Veg 1,580	Maize 52,000 Beans 12,000 Oils/Spices 595 Flowers 2750 Fruits/Veg 1,900 Cocoa 2,000
	1998	Maize 70,000 Beans 15,000 Oil/Spices 715 Flowers 3,750 Fruits/Veg 2,725 Cocoa 3,000	
	1999	Maize 90,000 Beans 25,000 Oil/Spices 795 Flowers 4,600 Fruits/Veg. 3,155 Cocoa 5,000	

	2000	Maize	110,000	
		Beans	30,000	
		Oil/Spices	830	
		Flowers	4,800	
		Fruits/Veg.	3,000	
		Cocoa	5,500	

OBJECTIVE: Increased Rural Household Income APPROVED: 02/11/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: I.R. 1.3: Increased Production of Selected Products			
INDICATOR: Yield per hectare for selected food products in targeted districts Milk: Gulu, Hoima, Iganga, Kabale, Kabarole, Kampala, Kasese, Luweero, Masaka, Mbale, Mpigi, Mukono, Ntungamo, Paliisa, Rukungiri Edible Oil, Cassava: Iganga, Tororo, Mbale, Paliisa, Kumi, Soroti, Lira, Apac, Masindi, Nebbi, Arua, Luwero, Kamuli, Kapchorwa, Moroto Maize, Beans: Kapchorwa, Iganga, Masindi, Kasese			
UNIT OF MEASURE: Milk: Liters/Animal Edible Oil: MT/HA Maize, Beans: MT/HA Cassava: MT/HA SOURCE: USAID funded Activities Milk: HPI Edible Oil: Uganda Oil Seeds Processors Association/ACDI/VOCA Maize, Beans: IDEA Project Socio-economic Baseline Survey 1996, ACDI/VOCA Cassava: ACDI/VOCA Title II FY 97 Annual Results Report INDICATOR DESCRIPTION: Productivity (yield per hectare) of selected food products COMMENTS: This indicator has been added; these data will be useful for determining the strength of the link between the sub-IR on adoption of improved production and post-harvest technologies and actual increases in both production and productivity. ¹ There has been notable improvement in the efficiency of oil extraction. Figures as shown are only for Sunflower. ² Yields in 1997 were greatly affected due to shortened rains in the first season and the effects of El Nino in the second season. ³ Cassava had been decimated by the <i>Cassava Mosaic Virus</i> in the areas in which IITA & ACDI/VOCA activities are concentrated. The national estimate for productivity of cassava in Uganda is 8 MT/HA.	YEAR	PLANNED	ACTUAL
	1996 (B)		Milk <2.00 Edible Oil ¹ 0.10 Cassava <1.00 Maize 1.82 Beans 0.87
	1997 ²	Milk 10.00 Edible Oil 0.23 Cassava 8.00 Maize 1.94 Beans 0.95	Milk 10.00 Edible Oil 0.23 Cassava ³ <1.00 Maize 1.24 Beans 0.52
	1998	Milk 11.00 Edible Oil 0.25 Cassava 9.00 Maize 1.97 Beans 0.82	
	1999	Milk 13.00 Edible Oil 0.28 Cassava 10 Maize 2.10 Beans 0.94	
	2000	Milk 5.00 Edible Oil 0.30 Cassava 11.0 Maize 2.25 Beans 1.04	

OBJECTIVE: Increased Rural Household Income APPROVED: 02/11/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: I.R. 1.3: Increased Production of Selected Products			
INDICATOR: Production of selected food products in targeted districts Milk: Gulu, Hoima, Iganga, Kabale, Kabarole, Kampala, Kasese, Luweero, Masaka, Mbale, Mpigi, Mukono, Ntungamo, Paliisa, Rukungiri Edible Oil, Cassava: Iganga, Tororo, Mbale, Paliisa, Kumi, Soroti, Lira, Apac, Masindi, Nebbi, Arua, Luwero, Kamuli, Kapchorwa, Moroto Maize, Beans: Kapchorwa, Iganga, Masindi, Kasese			
UNIT OF MEASURE: Milk: Liters ('000) Edible Oil: MT ('000) Maize, Beans: MT ('000) Cassava: HA ('000) SOURCE: USAID funded Activities Milk: HPI Edible Oil, Cassava: ACDI/VOCA Title II FY 97 Annual Results Report Maize & Beans ² : IDEA Project Socio-economic Baseline Survey, 1996/ACDI/ VOCA INDICATOR DESCRIPTION: Production of selected food products COMMENTS: ¹ Figures as shown include Sunflower & Soybean. ² Targets for Maize & Beans for 1998-2000 are representative of IDEA and ACDI/VOCA Activities. ³ Levels of Production in 1997 were greatly affected due to shortened rains in the first season and the effects of El Nino in the second season. ⁴ Cassava had been decimated by the <i>Cassava Mosaic Virus</i> in the areas in which IITA & ACDI/VOCA activities are concentrated. The area of cassava crops in Uganda is estimated at 335,000 hectares. A survey by ACDI/ VOCA is underway to establish the current status.	YEAR	PLANNED	ACTUAL
	1996 (B)		Milk 11,730 Edible Oil ¹ 3.96 Cassava <335 Maize 189.25 Beans 36.5
	1997 ³	Milk 13,724 Edible Oil 4.21 Cassava 0.00 Maize 210.07 Beans 42.34	Milk 14,650 Edible Oil 4.17 Cassava ⁴ <335 Maize 133.05 Beans 25.75
	1998	Milk 17,940 Edible Oil 5.14 Cassava 336.85 Maize 246.35 Beans 51.84	
	1999	Milk 21,106 Edible Oil 6.26 Cassava 338.69 Maize 274.49 Beans 62.77	
	2000	Milk 25,950 Edible Oil 7.97 Cassava 340.18 Maize 303.94 Beans 73.14	

Strategic Objective 2: Critical Ecosystems Conserved to Sustain Biological Diversity and to Enhance Benefits to Society

Performance Analysis

USAID/Uganda met performance expectations under this SO. SO 2 relates directly to the U.S. national interest, global issues, which is reflected in Embassy Kampala's MPP. SO 2 protects the U.S. and its citizens from the effects of international environmental degradation (SPIA strategy) and improves Ugandans' standard of living based on sustainable economic development (MPP goal 5). During 1997, the Regional Inspector General's independent programmatic assessment of the SO 2 Program underlines the Mission's accomplishments under the SO (see Box 1). While most targets were met or exceeded, challenges constrained achievements in the key program areas of eco-tourism and water hyacinth control.

The much anticipated Mountain Gorilla census in the Bwindi Impenetrable National Park was conducted in late 1997 by the SO 2 grantee, International Gorilla Conservation Program. Census results estimated that there are 292 gorillas in the Park (divided among 28 groups, including 49 infants, and 52 dominant male "silverbacks"). The data suggest that the mountain gorilla population residing in the Park is relatively stable, which in turn indicates a stable ecosystem. Mgahinga Gorilla National Park, located in the Virungas, an area shared by Rwanda, Democratic Republic of Congo (DROC), and Uganda, has the only other mountain gorilla population, last censused in 1990 and estimated at 310 individuals. Next year's R4 will present indicator species data for other critical ecosystems as well.

Last year's R4 cited conflict in neighboring DROC as potentially detrimental to tourism in western Uganda (home to several of Uganda's most popular National Parks). In fact, tourism declined by 17% between 1996 and 1997.

This downward trend continued during 1997 also, with revenues of the last half of 1997 22% lower than those of the first half. Despite the decline in tourism, the SO 2 Program met its eco-tourism revenue target for 1997.

Led by the GOU, the restructuring of the Uganda Wildlife Authority (UWA) is creating a leaner and more business-oriented organization that will be better equipped to manage Uganda's recovering wildlife estate. With coordinated assistance from USAID, the World Bank, the European Union, and GTZ, the reorganization progressed significantly in 1997, laying the groundwork for a more effective organization. SO 2's assistance to UWA during 1997 focussed on this restructuring process, including organizational and concessions review, and preparation for senior staff recruitment (including an internationally recruited Executive Director to oversee the organization for a three-year period) and the hiring of a financial

Box 1: Regional Inspector General Audit

A two-person team from the Regional Inspector General (RIG) Office conducted a comprehensive two-visit, nine week audit of the SO 2 Program to evaluate compliance with the Government Performance and Results Act. The audit examined the SO 2 Program's strategic and annual plans, Performance Monitoring Plan, and progress in achieving intended results, and included interviews with SO 2 Team members (and attendance of team meetings), as well as site visits to most of the SO's field activities. The audit report (No. 4-617-98-001-P of October 15, 1997) found that the Mission's SO 2 Program: "[was] consistent with the Agency's strategic framework; established performance indicators that were generally consistent with the Agency's environment goal and strategic objectives of conserving biological diversity and promoting natural resource management; and generally making progress towards achieving the intended benefits."

management firm to take over line responsibility for UWA's financial systems. The coming year will be critically important for UWA and the protected area system it oversees.

Box 2: Bwindi Trust

The "Bwindi Trust," developed and supported by USAID in partnership with the World Bank/Global Environmental Facility, was conceived in 1991 to ensure the long-term conservation of the afro-montane ecosystems of southwest Uganda's Bwindi Impenetrable and Mgahinga Gorilla National Parks. An independent Board (including USAID) oversees operations of the Trust, which provides grants to local community initiatives, park management, and research in support of the conservation of these rare ecosystems. During USAID financial assistance (which ended in 1997), the Bwindi Trust established operating systems which include an exceptional level of customer participation, and funded 50+ grants, totalling over \$500,000. Thanks in part to USAID's support, the GEF endowment of \$4.0 million has now grown to \$5.5 million. As the only conservation trust of its kind in Sub-Saharan Africa, the Bwindi Trust attracts widespread attention as a model for developing conservation trusts elsewhere in Africa. In 1997, the Trust Board secured five additional years support from the Netherlands Government. By 2002, the GEF endowment will grow to over \$8 million, an amount sufficient for long-term support to a sizeable grants program, plus modest Trust administration costs, while helping to ensure a sustainable future for the forests.

The spread of water hyacinth in Lake Victoria and other regional waterways remains problematic. Despite Uganda-led regional efforts, the infestation worsened during 1997. However, coordinated GOU and USAID (with GHAI support) actions which are focussed on long-term solutions to control water hyacinth made some notable progress. The Environmental Impact Statement (EIS), funded by USAID, culminated in 1997 with a public review involving over 500 people. Although the EIS recommends an integrated regional approach involving chemical, mechanical and biological control methods, the National Environment Management Authority (NEMA) withheld approval of the chemical control component of the program, pending resolution of issues brought forth at the public review. Most experts agree that aquatic herbicides must be an important feature in any successful control program. While the debate over use of aquatic herbicides rages on, other control measures are being used. Three mechanical harvesting combines, each able to remove up to 1 hectare per day, have been deployed to sites in Uganda. Biological control using exotic weevils began in Uganda's Murchison Bay in mid-1997. In the long-term, the weevils could reduce water hyacinth biomass by 30%. However, against the massive and growing weed infestation, these measures can only be

expected to slow the rate of expansion and minimize weed impacts at GOU priority sites such as Owen Falls Dam and Port Bell. During 1997 Kenya, which previously was relatively unaffected by water hyacinth, suddenly faces a major infestation. An estimated 3000 hectares now blanket the Homa Bay and the Kisumu Port areas. With the increasing regionalization of the problem we expect increased pressure to resolve the herbicide issue raised in Uganda's water hyacinth EIS, and ultimately a more comprehensive and concerted action to address the deteriorating Lake Victoria ecosystem.

SO 2's field-based conservation and development activities continued to promote sound natural resource management in and around critical ecosystems. Several activities scheduled to end during 1997 or 1998 received positive final evaluations. Some of these long-term undertakings are currently under consideration for continued support. The success of SO 2's conservation and development activities is partly attributed to effective mechanisms for interacting with customers and other stakeholders. This vertical integration of participation,

combined with proper sequencing of meetings, allows for the free flow of information and consultation between the customer and the SO 2 Team. One SO 2 conservation and development field activity that has served as a model of customer focus is the Mgahinga and Bwindi Impenetrable Forest Conservation Trust (see Box 2).

The Uganda Wildlife Education Center (UWEC) focuses on educating urban schoolchildren about wildlife and conservation, receiving over 90,000 Ugandan visitors during 1997, the majority of whom were part of guided tours for primary school students. The recent addition of the "Budongo Forest Chimp Island" exhibit should further boost UWEC's ability to spread the conservation message, and should significantly increase UWEC's public visitation in 1998. The Ugandan NGO "Wildlife Clubs of Uganda" (WCU) is making significant progress in school-based conservation education throughout Uganda. With SO 2 support, WCU formed 90 new "clubs" in 1997 in 15 focus districts (totaling 286 Clubs), with membership increasing by nearly 4,000. Club-member schools benefit from weekly conservation education, including classroom and field activities such as visits to national parks.

SO 2's field activities also continue to build environmental awareness among communities living in and around critical ecosystems. The African Wildlife Foundation activity based in Lake Mburo National Park, for example, works through park community conservation wardens, Peace Corps, and local conservation committees to enhance conservation awareness. An in-park conservation education center currently under construction (and scheduled for completion in 1998), will soon bolster environmental education efforts in the greater Lake Mburo ecosystem.

NatureWatch, a monthly environmental education insert in the Ugandan daily *New Vision* paper is produced by the Uganda branch of the East African Wildlife Society (EAWLS) with USAID support. *NatureWatch* educates and entertains, with articles and information on the environment (1997 themes included Water Hyacinth and Human/Wildlife Conflict), as well as entertaining features such as "Eco-heroes" which recognize local environmental "good deeds." *NatureWatch* builds environmental awareness among New Vision readers (circulation over 46,000) and others (EAWLS distributes an additional 8,000 *NatureWatch* copies to 2,000 local schools, and another 2,000 to local NGOs and EAWLS members).

Uganda's natural environment and many of its biodiverse ecosystems provide a backdrop for daily life in Uganda, and therefore touch on many of the Mission's other development activities. Some examples of ongoing and successful linkages with other SOs include:

- *SO 1/Economic Growth:* Much of the pressure on Uganda's ecosystems is related to subsistence needs and lack of alternative forms of livelihood. SO 2's integrated conservation and development activities work with communities in and around threatened environments to promote economic growth by encouraging sustainable forms of natural resource management. Activities such as ACDI/VOCA's Environment Protection and Economic Development activity, and COVOL's Shea Project both focus on economic growth as a means to environmental management. A number of such activities actively collaborate with SO 1 programs such as IDEA and PRESTO (see Box 4).

- *SO 3/Education:* The "Bwindi Trust" [see Box 2] facilitated 17 community-initiated primary school classroom extensions that will provide space for an estimated 2,500 new students living in the buffer zones of Bwindi Impenetrable and Mgahinga Gorilla National Parks. These customers saw such extensions as a priority under Uganda's "Universal Primary Education" policy. Contributions from the Trust were contingent upon school membership in WCU.

- *SO 4/Health:* The SO 2 Results Framework acknowledges the importance of "people

Box 3: Environmental Advocacy

The *Uganda Land Alliance* is a consortium of local and international NGOs lobbying for fair land laws in Uganda. USAID's SO 2, through the Land Tenure Center worked from 1990 through 1996 to promote dialogue on land tenure reform, which culminated in a draft law. Now, groups such as *Alliance* are actively and effectively engaging policy makers in dialogue on the proposed law.

The "Environmental Hotline" was set up by the East African Wildlife Society (and is promoted in *NatureWatch*) and urges citizens to report environmental wrongdoings. When Kampala City Council began poisoning "unsightly" Marabou Storks, a caller alerted the hotline, and EAWLS lobbied successfully to protect the storks, which continue to grace the "garden city" in 1998.

pressure" on the environment. The CARE Development through Conservation (DC) Project in southwest Uganda has profited from the parallel CARE Community Reproductive Health Program (CREHP). CREHP began as a recommendation of an early DC evaluation report. Now, the two activities work in tandem to reduce pressures on the same critical afro-montane forest ecosystems. World Wildlife Fund's "Rwenzori Mountains Conservation and Development" Project includes a weekly radio program on conservation and development in the Rwenzori Mountains area, which now includes family planning information, thanks to both customer feedback and technical assistance from the Mission's SO 4 Program. The most recent issue of *NatureWatch* entitled "Where are we growing" highlighted the linkage between population growth and environmental degradation.

·SO 5/DG: Adoption of the National

Environment Action Plan (1995) and the passage of the Local Government Statute (1996) gave natural resources a head start in Uganda's decentralization program. Many SO 2 activities continued to build sub-national capacity for community participation in management of natural resources during 1997. New environmental review procedures call for participation of Ugandan citizens in the review process. As mentioned earlier, over 500 local citizens participated in the August 1997 public review of water hyacinth control EIS. Finally, as part of maintaining a supportive framework for conservation and sustainable development, SO 2 supports efforts to increase the role of civil society in natural resource policy formulation (See Box 3).

SO 2 continues to focus on gender issues across all its programs. With Uganda's women responsible for most of the day-to-day natural resource management decisions, such as concerns farm management, fuelwood and water collection, the SO 2 program logically focusses on women in its efforts to reduce unsustainable pressure on the environment. The Shea Project (see Box 4) is an example of one activity which predominantly targets women participation. Looking to the future, the SOs 1 and 2 invited the G/Bureau's WIDTECH Project to develop a "gender and environment" workshop for 1998. The workshop will bring together District Environment and Gender Officers, as well as gender specialists from ongoing SO 2 activities, to further incorporate gender considerations into natural resource planning, as well as to build advocacy skills among natural resource management groups.

The SO 2 Program also contributed to the USAID Global Climate Change Initiative (GCC) under GCC IR 2 "Reduced net greenhouse gas emissions from the land use/forest management sector." Efforts during 1997 to (1) maintain the protective status of Uganda's ten national parks (including 6 montane forests); (2) further develop protected area management plans; and (3) afforestation initiatives, serve to preserve and increase carbon stocks.

Expected Progress through FY 2000

A new SO 2 Program based on the 1997 CSP, dubbed the "Conserve Bio-diversity for Sustainable Development (COBS) Program," was launched in August 1997 with the signing of a Strategic Objective Agreement. The COBS Program follows-on the successful Action Program for the Environment (APE), and encompasses new activities as well as ongoing APE Program activities. The tremendous participation (in numbers and effort) of Mission partners in the design of the COBS Program reflects the high level of excitement among the Ugandan conservation community for this new program. The Mission created Strategic Objective and Results Package Teams in early FY 1998, and new activities based on the SO 2 Results Framework are now being developed. Based on the CSP, the new COBS program will build on previous APE successes, while providing new opportunities for partnerships with U.S. and local NGOs, and enhancing coordination and programmatic synergies with other Mission SOs and activities of other donors.

Despite the overwhelming support of the COBS Program by our Ugandan and international partners, plans for implementation are likely to be adversely affected and/or delayed by what has been characterized as an "oversight" in funding for SO 2 in FY 1998. The SO 2 program received uniformly positive reviews in the FY 1999 R4 submission (and was later used as a model by the Africa Bureau for environment SO's) and a funding Control Level of \$6.3 million was stipulated. However, no FY 1998 funds were allotted to the Mission's SO 2 Program. This setback will force the SO 2 Team to either defer or eliminate new activities planned to begin in 1998, and will constrain the Mission from contributing to the GCC Initiative. Solely because of this unanticipated funding dilemma, the anticipated results for USAID/Uganda's SO 2 Program by the year 2000 are similar to those presented in last year's R4. Because funding for SO 2 was inadvertently left out, the Mission anticipates that it should be a prime candidate for additional environmental fall-out funds for this FY. In addition, anticipated results are predicated on the assumption that any remaining shortfall from FY 1998 will be recovered over the next two years as additional OYB. This will allow the Mission to achieve the SO with access to sufficient planned funding levels necessary to do so.

USAID/Uganda foresees the following results by 2000:

- Enhancement of the conservation status of critical ecosystems;
- Increased or stabilized populations of key wildlife species;
- Increased contribution of eco-tourism to the Ugandan economy;
- More, better quality protected area management plans and resource use agreements;

Women: A number of SO 2 conservation efforts in focus on empowering women in their role as resource use decision-makers. One such example is the Shea Project. In the savanna woodlands of the north, the Shea tree has two competing uses; men traditionally use the tree to make charcoal, while women process its nuts for production of "Shea butter," an edible oil. With SO 2 support, COVOL is promoting technologies to make Shea nut processing, an environmentally friendly use of the Shea Tree, more productive.

Linkages: The Shea Project also links the Mission's SO 1 and SO 2. As Shea butter production becomes more profitable, this non-destructive use of the tree by women becomes increasingly attractive. In 1997, Shea butter produced under this activity was successfully exported to U.S. cosmetics firms for use in skin creams. During 1997, COVOL initiated plans to further exploit this high value, non-traditional export market, as well as the local edible oil market, in collaboration with SO 1's IDEA Project.

Box 4: Women and Natural Resource Management/Raising Rural Income Linkage

- Continued environmentally sound private sector investment in natural resource management;
- Reduced external pressure on targeted areas resulting from increased reliance of local communities on sustainable natural resource management practices;
- Strengthened sub-national environmental management institutions;
- Increased reliance of both the GOU and private sector on environmental assessment to guide planning, investment, and development decisions; and,
- Increased public awareness of the importance of the conservation and sound natural resource management.

The Mission also hopes to continue its leadership role in addressing the regional water hyacinth problem. USAID/Uganda is leading an initiative to secure regional Mission and GHAI support (\$1 million). However, given the current funding situation, the Mission is currently examining whether the water hyacinth problem remains within its bilateral manageable interest. Continued USAID/Uganda participation in addressing this problem will require either additional bilateral resources or significant regional support.

As of late 1997, the outlook for eco-tourism revenue generation was looking a little brighter with the improved security situation. However, the damage to Uganda's image was done, and while tourist numbers are recovering very slowly as of early 1998, the result clearly constitutes a setback to USAID's previous progress in eco-tourism revenue generation. Given the trend seen in the latter half of 1997, the Mission expects to be slightly below target for 1998. An additional factor which may come into play during 1998 is continued unrest in neighboring Kenya, a regional eco-tourism leader, which ironically may help speed Uganda's recovery by diverting Kenya-bound eco-tourists to Uganda.

Finally, the successful restructuring of UWA discussed earlier is central to continued progress in the formal protected area sector. The Mission will continue assisting the GOU in this restructuring process. However, if the restructuring effort is not effective, UWA may prove to be an inadequate partner in achieving the SO. While the Mission has confidence that current efforts will achieve the desired results, should the process fail or be sidetracked, USAID's approach and partnerships under SO 2 will have to be reassessed.

Strategic Objective 2 Performance Data Tables

OBJECTIVE: SO 2: Critical ecosystems conserved APPROVED: 11/02/97 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: SO 2: Critical ecosystems conserved			
INDICATOR: 2.1: Ecosystem health and biodiversity maintained			
UNIT OF MEASURE: Number SOURCE(S): Uganda Wildlife Authority International Gorilla Conservation Program Other organizations as appropriate INDICATOR DESCRIPTION: Population of key indicator species maintained: Population of mountain gorillas maintained. COMMENTS: Future reporting data will include a range population trends for other species and ecosystems as appropriate and available. Pre-1997 gorilla data are estimates. Post-1997 targets have been set at the median of the originally planned range.	YEAR	PLANNED	ACTUAL
	1990(B)		280-300
	1995		280-300
	1996		280-300
	1997	280-300	292
	1998	290	
	1999	290	
	2000	290	
	2001	290	

OBJECTIVE: SO 2: Critical ecosystems conserved APPROVED: 11/02/97 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: SO 2: Critical ecosystems conserved			
INDICATOR: 2.2: Critical ecosystems generate benefits and revenues			
UNIT OF MEASURE: '000 U.S. Dollars SOURCE(S): Uganda Wildlife Authority (UWA) Forest Department (FD) INDICATOR DESCRIPTION: Annual revenue generated from ecotourism by UWA and FD. COMMENTS: Current data are for UWA only. Future reporting will also reflect any partnership with FD in ecotourism revenue generation. Exchange rate used: US\$1 = 1,000 Ush. 1996 figure adjusted as per Regional Inspector General finding. Decline in 1997 is due to regional instability.	YEAR	PLANNED	ACTUAL
	1990(B)		66
	1995		1,078
	1996		2,087
	1997	1,740	1,740
	1998	1,850	
	1999	2,120	
	2000	2,500	
	2001	3,000	

OBJECTIVE: SO 2: Critical ecosystems conserved APPROVED: 11/02/97 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: SO 2: Critical ecosystems conserved			
INDICATOR: 2.3: Critical ecosystems managed rationally			
UNIT OF MEASURE: Number SOURCE(S): Uganda Wildlife Authority (UWA) Forest Department (FD) Ministry of Local Government (MLG) Other organizations as appropriate INDICATOR DESCRIPTION: Number of critical areas operating under integrated management plans or community resource agreements. COMMENTS: Current data includes protected area (PA) management plans only. Future reporting will also reflect resource management planning partnerships with FD, MLG, and others. No PA management plans were planned for 1997 due to ongoing restructuring of UWA. This is also a Global Climate Change Initiative indicator.	YEAR	PLANNED	ACTUAL
	1990(B)		3
	1995		5
	1996		7
	1997	7	7
	1998	9	
	1999	12	
	2000	16	
	2001	22	

OBJECTIVE: SO 2: Critical ecosystems conserved APPROVED: 11/02/97 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: IR 2.1: Critical ecosystems managed to ensure biological integrity			
INDICATOR: 2.1.1: Protective status of critical areas maintained			
UNIT OF MEASURE: km ² (square kilometers) SOURCE(S): Uganda Wildlife Authority Ministry of Tourism, Wildlife and Antiquities INDICATOR DESCRIPTION: Area under highest level of protective status COMMENTS: 1996 Wildlife Statute calls a for review of protected area (PA) system which may result in adjustments to current PAs (upgrades, downgrades, or degazettements). This is also a Global Climate Change Initiative indicator.	YEAR	PLANNED	ACTUAL
	1990(B)		7,540
	1995		11,023
	1996		11,023
	1997	11,023	11,023
	1998	11,023	
	1999	11,023	
	2000	11,023	
	2001	11,023	

OBJECTIVE: SO 2: Critical ecosystems conserved APPROVED: 11/02/97 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: IR 2.1: Critical ecosystems managed to ensure biological integrity			
INDICATOR: 2.1.2: Private sector invests in natural resource management			
UNIT OF MEASURE: number (cumulative) SOURCE(S): Uganda Wildlife Authority Ministry of Tourism, Wildlife and Antiquities Forest Department Other organizations as appropriate INDICATOR DESCRIPTION: Number of environmentally friendly private sector business ventures within critical ecosystems. COMMENTS: Includes both formal concessions ecosystems and related investments associated with critical ecosystems. Criteria for inclusion are SO 2 involvement in promoting investment and environmental assessment of investment.	YEAR	PLANNED	ACTUAL
	1990(B)		1
	1995		20
	1996		21
	1997	28	27
	1998	36	
	1999	45	
	2000	60	
	2001	75	

OBJECTIVE: SO 2: Critical ecosystems conserved APPROVED: 11/02/97 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: IR 2.1: Critical ecosystems managed to ensure biological integrity			
INDICATOR: 2.1.3: Integrity of critical areas maintained (aquatic ecosystems)			
UNIT OF MEASURE: hectares <hr/> SOURCE(S): Water Hyacinth Unit Ministry of Agriculture, Animal Industries and Fisheries Other organizations (including regional) as appropriate <hr/> INDICATOR DESCRIPTION: Area of Lake Victoria covered by water hyacinth. <hr/> COMMENTS: Includes Uganda (5,400 ha), Kenya (3,000 ha), and estimates for Tanzania (unknown) sections of Lake Victoria. Definitive figures await availability of remote sensing data. See text for explanation of failure to meet planned target. 1996 actual data revised to include Kenya estimates. If USAID continues involvement in this problem, planned levels for 1998 and beyond will be revised.	YEAR	PLANNED	ACTUAL
	1990(B)		0
	1995		4,500
	1996		5,250
	1997	2,375	8,400
	1998	950	
	1999	950	
	2000	950	
	2001	950	

OBJECTIVE: SO 2: Critical ecosystems conserved APPROVED: 11/02/97 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: IR 2.2: Pressure on critical ecosystems reduced			
INDICATOR: 2.2.1: Biophysical changes in landscape - trees			
UNIT OF MEASURE: number (cumulative millions) SOURCE(S): Grants Management Unit Grantees INDICATOR DESCRIPTION: Trees planted in critical areas. COMMENTS: Cumulative data from SO 2-support activities. Planned figures presented in previous R4 have again been revised upwards due to better-than-anticipated results in 1997. This is also a Global Climate Change Initiative indicator.	YEAR	PLANNED	ACTUAL
	1995(B)		1.5
	1996		1.7
	1997	1.8	1.89
	1998	2.0	
	1999	2.2	
	2000	2.4	
	2001	2.6	

OBJECTIVE: SO 2: Critical ecosystems conserved APPROVED: 11/02/97 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: IR 2.2: Pressure on critical ecosystems reduced			
INDICATOR: 2.2.2: Enhanced natural resource conservation: soils			
UNIT OF MEASURE: number of households (cumulative) <hr/> SOURCE(S): Grants Management Unit Grantees <hr/> INDICATOR DESCRIPTION: Households adopting improved soil conservation practices. <hr/> COMMENTS: Cumulative data from SO 2-support activities. 1996 figures have been revised to account for households adopting more than one soil conservation practice. Planned figures presented in previous R4 have again been revised upwards due to better-than-anticipated results for 1997. <hr/> This is also a Global Climate Change Initiative indicator.	YEAR	PLANNED	ACTUAL
	1995(B)		726
	1996		1,671
	1997	1,950	2,824
	1998	3,100	
	1999	3,400	
	2000	3,700	
	2001	4,000	

OBJECTIVE: SO 2: Critical ecosystems conserved APPROVED: 11/02/97 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: IR 2.2: Pressure on critical ecosystems reduced			
INDICATOR: 2.2.3: Increased natural resource productivity: energy			
UNIT OF MEASURE: number of households (cumulative) <hr/> SOURCE(S): Grants Management Unit Grantees <hr/> INDICATOR DESCRIPTION: Households adopting improved energy saving practices. <hr/> COMMENTS: Cumulative data from SO 2-support activities. The numbers have increased due to incorporation of SO 2-PL 480 support to ICRAF, which includes an important fuelwood technology component. Planned figures presented in previous R4 have again been revised upwards due to this change.	YEAR	PLANNED	ACTUAL
	1995(B)		188
	1996		327
	1997	590	5,434
	1998	5,550	
	1999	5,650	
	2000	5,800	
	2001	6,000	

OBJECTIVE: SO 2: Critical ecosystems conserved APPROVED: 11/02/97 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: IR 2.3: Supportive framework for conservation and sustainable development strengthened			
INDICATOR: 2.3.1: Decentralization of natural resource management to sub-national levels			
UNIT OF MEASURE: Number (cumulative) SOURCE(S): Ministry of Local Government National Environment Management Authority (NEMA) INDICATOR DESCRIPTION: District Environment Officers (DEOs) posted in Uganda. COMMENTS: DEOs provide the link between NEMA and districts and ensure that local environmental action plans and District Development Plans are consistent with the NEAP and environmental legislation. There are 39 Districts in Uganda. Districts chose whether or not to recruit and support a DEO (Districts may assign DEO responsibilities to other officers). Three Districts have two DEOs. Six new Districts were added in Uganda during 1997. Planned figures have been revised to account for this change. This R4 indicator may be replaced by "number of local environment committees" as a more directly relevant indicator in future R4 reporting.	YEAR	PLANNED	ACTUAL
	1993(B)		0
	1995		10
	1996		19
	1997	20	29
	1998	32	
	1999	36	
	2000	36	
	2001	36	

OBJECTIVE: SO 2: Critical ecosystems conserved APPROVED: 11/02/97 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: IR 2.3: Supportive framework for conservation and sustainable development strengthened			
INDICATOR: 2.3.2: Environmental concerns brought into development process			
UNIT OF MEASURE: Number (cumulative) <hr/> SOURCE(S): National Environment Management Authority (NEMA) Other lead agencies/ organizations as appropriate <hr/> INDICATOR DESCRIPTION: Environmental Impact Assessments (EIAs) submitted to and reviewed by NEMA by lead agencies, developers, or projects. <hr/> COMMENTS: The RIG audit team suggested that this indicator reflect actions taken by NEMA regarding EIAs reviewed. The 23 EIAs counted for 1997 included <u>only those submitted to, reviewed by, and approved by NEMA.</u>	YEAR	PLANNED	ACTUAL
	1995(B)		0
	1996		32
	1997	50	55
	1998	70	
	1999	90	
	2000	110	
	2001	120	

OBJECTIVE: SO 2: Critical ecosystems conserved APPROVED: 11/02/97 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: IR 2.3: Supportive framework for conservation and sustainable development strengthened			
INDICATOR: 2.3.3: Increased awareness by Ugandan of the environment			
UNIT OF MEASURE: Number (annual) <hr/> SOURCE(S): Uganda Wildlife Education Center (UWEC) Grants Management Unit SO 2 Grantees (future) <hr/> INDICATOR DESCRIPTION: Annual Ugandan visitors to UWEC. <hr/> COMMENTS: The RIG audit suggested that this indicator is too narrow to represent the SO 2 Program's environmental education efforts. Future R4 reporting will expand this indicator to include education events across SO 2 Program activities. Discussion of such other activities is provided in this year's narrative.	YEAR	PLANNED	ACTUAL
	1990(B)		15,322
	1995		33,840
	1996		89,323
	1997	90,000	93,569
	1998	105,000	
	1999	120,000	
	2000	120,000	
	2001	120,000	

Strategic Objective 3: Quality Basic Education for an Increased Percentage of Ugandan Children

Performance Analysis

USAID/Uganda's basic education program, now in its fifth year, exceeded performance targets in 1997 in spite of new and increasing challenges to the sector. SO 3 relates directly to the U.S. national interest, economic prosperity, which is reflected in Embassy Kampala's MPP. SO 3 aims to improve Ugandans' standard of living based upon sustainable economic development (MPP goal 5).

As a result of President Museveni's Universal Primary Education (UPE) Initiative allowing free education for four children in every family, the primary school population doubled overnight in February 1997 with most new children entering the first and second grades. While UPE sent shock waves through the system in terms of capacity, quality and financing requirements, the fact that the vast majority of students who entered the school system in 1997 remained there throughout the school year is testimony to the absolute commitment of the GOU, the dedication of thousands of parents, teachers, administrators and the foundation established through the USAID/Uganda partnership since 1992 in primary education reform.

Through improvements in teachers' terms and conditions of service, the sustainable supply of textbooks, the development of an effective delivery and support system for training and re-training teachers and school managers, and increased efforts to support greater equity and community involvement in the primary education system, **trends in student completion rates and pupils' performance point to overall positive systemic changes in the quality of primary education.** For the third year in a row, there has been an unmistakable improvement in pupils' performance with pass rates rising markedly in all grades. Completion rates of students for both fourth and seventh grade have also dramatically risen by 28% and 21% respectively since 1994. These increases have followed a similar pattern for both boys and girls. The jump in the gross enrollment ratio from 71% to 105% in 1997 reflects the dynamics of UPE. Although unable to predict the extent of UPE on enrollment in 1997, the Mission has now adjusted its targets as indicated in last year's R4 report. Sustaining such positive trends in quality education will be difficult, especially as the huge cohort of students who entered the first and second grades in 1997 move through the system. However, USAID will continue to support its quality investments as the foundation for sustaining significantly increased access. In addition, donors have used USAID's ongoing program to make substantial contributions, thus dramatically increasing the likelihood of success.

The high level of GOU financing to primary education was not only maintained, but was actually increased beyond anticipated levels (in terms of education as a percentage of the overall budget and the proportion allocated specifically to primary education). Since 1992, the percentage of the GOU budget allocated to education has risen from 9% to 25% of the recurrent budget, with the lion's share of these increases going to primary education. Based on USAID conditionality in the NPA portion of its program, the GOU has allocated budgeted funds directly to schools at an exponential rate, maximizing the effective use of such funds where most needed. With the dramatic increase in enrollment, however, the per pupil public expenditure dropped from \$29 to \$23. We expect this per-pupil funding gap to be rectified as the economy grows increasing the revenue base, school enrollment stabilizes, and parental in-kind and financial involvement increases.

With the doubling of enrollment, the need for expanding supplies of books, classrooms and teachers was obvious. However, available finances, public service restrictions and overall capacity requirements made immediate solutions by the GOU an impossibility. In response, USAID directly supported emergency measures to promote the principles of access to primary education for all Ugandan children. The entire \$10 million released under the last tranche of the NPA program was used entirely to purchase 2.5 million textbooks and steel sheets to cover part of the 11,000 existing roofless classrooms. The Dutch and Irish also provided additional funding through the USAID-supported instructional materials program to purchase learning aids geared toward first and second grade children in Uganda's 9000 schools.

Over 30,000 new teachers were hired without adequate budget support by districts in 1997 due to a confused reading of policy directives. This is noted because it would appear that this indicator is exceeding projected progress. While the teachers completed the year and the GOU has agreed to pay salary arrears, most of them have subsequently received termination notices. The expansion of the number of teachers will, in future, be based on staff establishment formulas, public service guidelines and fiscal ceilings. (These 30,000 "new" teachers produce phantom progress for the respective indicator and should be viewed as a one-time phenomenon.)

The Teacher Development and Management System (TDMS), an integrated teacher and school management program, continues to be one of the hallmarks of education reform in Uganda. The 1997 Primary Leaving Examinations (PLE) again demonstrated overall improvement in student performance with some of the most dramatic examples being directly correlated to involvement with TDMS. TDMS is key to increasing the number of trained and competent teachers and school managers. 5,100 untrained teachers, 10,000 trained teachers, 350 teacher trainers and 2,400 headteachers received in-service, refresher or management training in 1997. Initially planned as a 10 year program to cover 50% of Uganda's schools, TDMS has accomplished in five years what was envisioned for 10. Because of its overwhelming success, TDMS expansion activities are already well underway to cover the remaining unserved areas of the country. The Irish and the Dutch governments have already provided funds to complement the USAID-developed TDMS program, and the World Bank and European Union have promised to lend support to assure that the new goal of complete nationwide operation of the system by the year 2000 is met.

Primary education reform functions have been increasingly integrated and institutionalized into the regular operations of the Ministry of Finance and the Ministry of Education (MOE) at the national and field levels. Funds for instructional materials are now being budgeted on an annual basis in the GOU recurrent budget. The TDMS delivery system begins in each area with salaries paid by the GOU and all operational funds provided by the recurrent budget within two years. Community mobilization and operation of the Reform Management Committee are fully integrated into the Ministry of Education. A National Plan for Teachers Education was approved which progressively integrates all primary education reform functions into the appropriate MOE offices.

USAID has refocused and increased support for improved girls' educational participation. Working in collaboration with the GOU, UNICEF, and other interested stakeholders, a national plan to promote girls' education is being developed. As part of the development process of this plan, issues are already being brought to the forefront in national debate. A case in point is the anti-harassment provisions in Uganda's new constitution. While focusing on safeguards against the abuse of police and military, the stakeholders in the national plan are urging for the expansion of this provision to also deal with such issues as girls in schools.

Furthermore, the policy issues, needs, priorities and activities identified in this specific plan are being incorporated into the overall education sector strategic framework/investment plan currently being finalized between the GOU and donor community. Based on USAID-supported research findings on deterrents to girls' educational participation, a group of leading Ugandan educationalists revised the incentive grants program launched in 1994 to deal specifically with issues of girls performance and retention while enabling the participation of communities to define the appropriate interventions to deal with such deterrents. Additionally, teachers' training modules were revamped to be more sensitized and effective in dealing with the needs of girls in primary education.

USAID support to primary education has been instrumental in forging viable linkages to the development of a democratic society, the growth of civic organizations, and community mobilization efforts. Through policy dialogue and USAID conditionality, the GOU requires all primary schools and district offices to display budgets and allocations of public funds for education. Fostering transparency of public expenditures reinforces Uganda's move toward greater decentralization by increasing parental involvement in the activities of the schools. The display of budgets will stimulate parents and school management committees to become more active in the financial affairs of the schools. TDMS also includes a significant community mobilization component encouraging parents and community leaders to meet and deal with such salient issues as nutrition, girls education, and parental responsibilities.

Teachers' salaries continued to increase in 1997 to approximately \$80 per month. This marks a tenfold increase in salary since the inception of the USAID program in 1992. While this increased morale and the esteem of the profession, teachers continued to complain that an inefficient payroll system often kept their money from being received in a timely and transparent manner. In order to address the payroll problem and encourage teachers to improve their savings and thus livelihoods, USAID launched a teachers' credit union development program on a pilot basis in two districts in 1997. Early results are encouraging. Mechanisms are being developed to allow direct deposits of salaries into the teachers' credit unions, thus eliminating potential areas of corruption and mismanagement. Already in one district, membership tripled during a six month period with a similar increase in savings. Positive results for teachers could lead to more expansive payroll reform throughout the public service and a proliferation of institutions to promote the financial interests of members. As these credit unions are designed to be member-owned and operated, democratically-based and economically viable, they serve as outstanding examples in the community for economic and democratic growth.

USAID's basic education activities have supported the Mission's special objective aimed at northern Uganda. Gulu, a district in the heart of the conflict zone, was one of the first TDMS areas, and training activities have continued throughout the civil strife. By leveraging additional donor support, TDMS is also being implemented ahead of schedule in other insecure areas of the North (Kitgum and West Nile). While violence and insecurity have precluded many activities from taking place in northern Uganda, improvements in teachers salaries, increases in public expenditures to education and greater transparency have had a positive impact in this region. As noted by one district official, the tenfold increase in teachers' salaries has put more money in northern Uganda than many other development activities and has provided a financial base for income-generating pursuits.

In 1997 with USAID support, a participatory action research program was launched. Its research will assist communities to assess the situations regarding education quality in their schools, determine appropriate actions to address identified problems, and evaluate results.

Community participation at the classroom level and dialogue that links classroom practice to education policy is part of the new research approach which disseminates research findings and elicits community feedback.

The major work of the GOU and donors in 1997 was moving UPE from the political realm to the development of a sound long-term strategy and comprehensive financing plan which supports both system expansion and quality. Since the announcement of UPE, the GOU has worked in coordination with education specialists from many donor organizations to develop a policy framework and investment plan to support UPE and ensure its sustainability. Based on GOU leadership and the successful program approach already utilized in the USAID/GOU partnership in primary education reform, numerous donors have followed USAID's lead and are coordinating efforts behind this common framework and approach. The framework presented by the GOU in December 1997 has provided an outstanding basis for dialogue with donors in defining policy priorities, refining financial requirements, and determining financing relationships between public and private sources. In addition to the Ministry of Education, the framework has fostered the active participation of the Ministries of Finance, Public Service and Local Government as the UPE agenda has had to be cast within the context of decentralization and strict public service staff ceilings.

Uganda's commitment to primary education reform has put it at the forefront of African education. President Museveni gave the keynote address at an Africa-wide Education Conference in Senegal in 1997, and the Ugandan Minister of Education was designated the Head of the Caucus of African Ministers of Education. While the challenges inherent in providing a quality education to all Ugandan children are many and ones facing most African countries, all partners in this effort share an optimism that Uganda's incredible commitment to basic education will serve as a model of success for other African countries.

Expected Progress through FY 2000

The major challenge for the sector is to continue moving UPE from a political decision to a sustainable program where increased enrollment, adequate quality standards and equity are all maintained. The challenge is to protect USAID's investments in increasing educational quality over the last five years while dealing with the dramatically increased enrollment. Examples from throughout the world have demonstrated that quality standards are crucial for keeping children in school, and they are crucial if UPE is to be sustainable.

Even though most new children stayed in school in 1997, the first year of UPE severely strained the already inadequate human, material and financial resources. Many aspects of UPE were launched without sufficient preparation. Adequate planning and management structures, clear policies on the implementation of UPE and effective lines of communication within the Ministry of Education (MOE) and between the center, districts and schools were lacking. In addition, the GOU's commitment to decentralization means that UPE will have to be readjusted to deal with this additional policy initiative. Defining new linkages among the MOE, district educational ministries, schools and parent and teacher associations poses an enormous challenge.

The GOU has successfully initiated the process of developing a policy framework and investment plan to support system expansion for UPE in collaboration with donors. While donor response and commitment behind a common program approach and policy framework has been outstanding, numerous challenges remain. Coordinating different disbursement mechanisms, agreeing to policy priority areas and common benchmarks, and guaranteeing that

the GOU maintains its leadership role in the process will be a monumental task.

During the next three years, we hope to see up to 90% of Uganda's school-age children attending school with sufficient classrooms, instructional materials and trained teachers to enable them to read, write, do mathematics understand something about the natural world around them, and communicate clearly in the mother tongue, as well as beginning English. Through significantly increased GOU expenditure, donor involvement and parental support, we envision a major expansion to the primary education system in Uganda in terms of classroom construction, the provision of instructional materials and trained teachers. While some decrease in quality indicators is expected to occur, especially as the cohort of new students with incredibly high pupil-teacher ratios moves through the system, the overall quality improvements made over the last three years in primary education will be maintained at approximately the current levels due to USAID's continuing emphasis on quality investments.

The most significant progress through FY 2000 is expected to be the cumulative effect of well-trained, well motivated teachers and school managers, responsible and interested parents organizations and civic groups, schools' ability to make sound decisions on operating budgets, instructional materials and building supplies, marked improvements in girls' persistence and retention, and the continued institutionalization and integration of the reform activities into the daily functions of the MOE. This cumulative effect will serve as the foundation for improved learning and increased access.

Strategic Objective 3 Performance Data Tables

STRATEGIC OBJECTIVE 3 : Quality Basic Education for an Increased Percentage of Ugandan Children APPROVED: 11/02/1997 COUNTRY/ORGANIZATION: USAID/Uganda				
RESULT NAME: Quality Basic Education for an Increased Percentage of Ugandan Children				
INDICATOR: 4th Grade and 7th completion Rates				
UNIT OF MEASURE: Student, % P4 and P7 Target: national <hr/> SOURCE: National education statistics reports <hr/> INDICATOR DESCRIPTION: Number of P4/P7 students (girls, boys) of any age completing P4/P7 as a percentage of total cohort (girls, boys) entering 1st grade 4 and 7 years earlier <hr/> COMMENTS: The drop in P4 rates for the years 1999 and 2000 reflects the rapid increase in enrollment this past year, as discussed in the narrative. To properly account for this increase, the future targets have been adjusted accordingly. Due to improved data provided by the MOE, the baseline, actuals and targets are being adjusted for future years. See following table and comment.	YEAR	PLANNED		ACTUAL
	1994 (B)			P4 57% P7 30%
	1995 (B)			P4 63% P7 32%
	1996	P4 P7	65% 38%	P4 80% P7 38%
	1997	P4 P7	80% 40%	
	1998	P4 P7	82% 40%	
	1999	P4 P7	75% 41%	
	2000	P4 P7	75% 42%	

UNIT OF MEASURE: Student, % P4 and P7 Target: national <hr/> SOURCE: National education statistics reports <hr/> INDICATOR DESCRIPTION: Number of P4/P7 students (girls, boys) of any age completing P4/P7 as a percentage of total cohort (girls, boys) entering 1st grade 4 and 7 years earlier <hr/> COMMENTS: The MOE, in a recent statistical review, has revised the baseline data. Performance calculations have been adjusted to reflect these improved data. It should be emphasized that the formulas for calculating targets are the same as was used in the original performance data table (thus the targets for 1996 onward were set using the original formula).	YEAR	PLANNED		ACTUAL
	1994 (B)			P4 57% P7 28%
	1995 (B)			P4 65% P7 30%
	1996	P4 P7	67% 36%	P4 82% P7 36%
	1997	P4 P7	82% 38%	
	1998	P4 P7	84% 38%	
	1999	P4 P7	77% 39%	
	2000	P4 P7	77% 40%	

STRATEGIC OBJECTIVE 3 : Quality Basic Education for an Increased Percentage of Ugandan Children APPROVED: 11/02/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: Quality Basic Education for an Increased Percentage of Ugandan Children			
INDICATOR: Gross Enrollment Ratio			
UNIT OF MEASURE: Unit: student, % Target: national <hr/> SOURCE: National education statistics <hr/> INDICATOR DESCRIPTION: Number of students (boys, girls) of any age enrolled in primary school (P1-P7) as a percentage of total population (boys, girls) aged 6-13 years old. <hr/> COMMENTS: If gross enrollment ratios remain at very high levels, we will change to net enrollment ratios in the future. The 1997 actual exceeds 100% because it includes underaged students as well as older students who entered the system as a result of UPE.	YEAR	PLANNED	ACTUAL
	1995 (B)		68%
	1996	70%	71%
	1997	73%	105%
	1998	85%	
	1999	90%	
	2000	95%	

STRATEGIC OBJECTIVE 3 : Quality Basic Education for an Increased Percentage of Ugandan Children APPROVED: 11/02/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: IR 3.1 Increased availability of schooling			
INDICATOR: Percent increase in number of primary school teachers (system expansion)			
UNIT OF MEASURE: Teachers, % Target: National <hr/> SOURCE: National Education statistics <hr/> INDICATOR DESCRIPTION: Total number of primary school teachers recruited by government in given year as proportion of total number on government payroll in base year. <hr/> COMMENTS: Due to a confused reading of GOU policy directives, 30,000 "new" teachers were mistakenly hired in 1997. These teachers have since received termination notices; thus, the surge in system expansion should be viewed as a one-time phenomenon . <hr/> This indicator has been changed from number of classrooms to number of teachers, based on the recommendation from USAID/Washington.	YEAR	PLANNED	ACTUAL
	1995 (B)		74,000
	1996		7%
	1997	15%	37.8%
	1998	21%	
	1999	28%	
	2000	32%	

STRATEGIC OBJECTIVE 3: Quality Basic Education for an Increased Percentage of Ugandan Children APPROVED: 11/02/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: IR 3.2 Improved quality of instruction			
INDICATOR: Percent of "effective" schools (quality expansion)			
UNIT OF MEASURE: School, % Target : National <hr/> SOURCE: National education statistics <hr/> INDICATOR DESCRIPTION: Total number of schools meeting "effectiveness" criteria as a proportion of total number of school. Criteria include: <ul style="list-style-type: none"> • schools with 60% or more trained teachers (i.e preservice or inservice certification); • schools with full set of teacher guides <hr/> COMMENTS:	YEAR	PLANNED	ACTUAL
	1993 (B)		20%
	1996		50%
	1997	60%	65%
	1998	70%	
	1999	80%	
	2000	90%	

STRATEGIC OBJECTIVE 3: Quality Basic Education for an Increased Percentage of Ugandan Children			
APPROVED: 11/02/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: IR 3.2 Improved quality of instruction			
INDICATOR: Percent schools participating in TDMS (quality expansion)			
UNIT OF MEASURE: School, % Target: National SOURCE: Teacher Development Management System statistics INDICATOR DESCRIPTION: Number of schools participating in TDMS as a proportion of total number of schools COMMENTS:	YEAR	PLANNED	ACTUAL
	1993 (B)		0%
	1996		30%
	1997	50%	50%
	1998	65%	
	1999	75%	
	2000	90%	

STRATEGIC OBJECTIVE 3 : Quality Basic Education for an Increased Percentage of Ugandan Children			
APPROVED: 11/02/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: IR 3.3 Improved support for girls' educational participation			
INDICATOR: Development of national strategy/plan to promote girls' educational participation			
UNIT OF MEASURE: Plan, yes/no Target : National SOURCE: Ministry of Education INDICATOR DESCRIPTION: Development of a national plan to promote girls' education by MOES and partners. Criteria (illustrative) include: <ul style="list-style-type: none"> • national advisory council • diagnostic study • policy/program review • needs identification • priorities • action plan COMMENTS: Narrative will be provided each year on specific improvements in selected areas.	YEAR	PLANNED	ACTUAL
	1993 (B)		N
	1996		N
	1997	Y	Y
	1998	Y	
	1999	Y	
	2000	Y	

STRATEGIC OBJECTIVE 3: Quality Basic Education for an Increased Percentage of Ugandan Children			
APPROVED: 11/02/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: IR 3.3 Improved support for girls' educational participation			
INDICATOR: Integration of girls' support activities/issues into MOES services (equity enhancement)			
UNIT OF MEASURE: Services, y/n Target: national SOURCE: Ministry of Education INDICATOR DESCRIPTION: Girls' support activities or concerns are incorporated into routine MOES educational services and systems, such as: •teacher training modules on girls' needs; •girl-friendly pedagogy; •girl-sensitive materials and facilities; •anti-harassment policies. COMMENTS: Narrative will be provided each year on specific improvements in selected areas.	YEAR	PLANNED	ACTUAL
	1995 (B)		N
	1996		N
	1997	Y	Y
	1998	Y	
	1999	Y	
	2000	Y	

STRATEGIC OBJECTIVE 3: Quality Basic Education for an Increased Percentage of Ugandan Children			
APPROVED: 11/02/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: IR 3.4 Education sector finance maintained			
INDICATOR: Resource reallocation (quality and expansion support)			
UNIT OF MEASURE: Budget, % and \$ Target: national SOURCE: Annual budget statistics INDICATOR DESCRIPTION: Financial resources, within GOU and MOES budget, are reallocated to support UPE and quality policy priorities. Allocation index (illustrative) includes: <ul style="list-style-type: none"> • % GOU national budget (or GDP) to education sector; • % MOES budget to primary; • per pupil public expenditure COMMENTS: Due to the dramatic increase in enrollment as a result of UPE, the per pupil public expenditure dropped. However, the high level of GOU financing to primary education actually increased beyond anticipated levels.	YEAR	PLANNED	ACTUAL
	1995 (B)		GOU Budget 19% MOE Budget 52% Per Pupil \$24
	1996		GOU Budget 22% MOE Budget 55% Per Pupil \$29
	1997	GOU budget 23% MOE budget 55% Per pupil \$35	25% 58% \$23
	1998	GOU budget 23% MOE budget 55% Per pupil \$27	
	1999	GOU budget 24% MOE budget 55% Per Pupil \$30	
	2000	GOU budget 24% MOE budget 55% Per pupil \$32	

STRATEGIC OBJECTIVE 3 : Quality Basic Education for an Increased Percentage of Ugandan Children			
APPROVED: 11/02/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: IR 3.5 Improved technical efficiency and institutional capacity			
INDICATOR: UPE growth strategy and financing plan (quality and expansion support)			
UNIT OF MEASURE: Plan, yes/no Target: National <hr/> SOURCE: Ministry of Education <hr/> INDICATOR DESCRIPTION: MOE develops strategy and plan to support UPE and quality policy priorities, which addresses policy priorities, sustainability considerations, minimum standard, public-private financing, and decentralization issues. <hr/> COMMENTS: Narrative will be provided each year on specific aspects of the strategy.	YEAR	PLANNED	ACTUAL
	1996 (B)		N
	1997	Y	Y
	1998	Y	
	1999	Y	
	2000	Y	

Strategic Objective 4: Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts

Performance Analysis

USAID/Uganda has met performance expectations under this SO. SO 4 relates directly to the U.S. national interest, global issues, which is reflected in Embassy Kampala's MPP. SO 4 protects human health and stabilizes world population (SPIA), and improves Ugandan's standard of living based on sustainable economic development (MPP goal 5).

Progress has been achieved in increasing the availability and quality of services and in improving knowledge and perceptions related to reproductive, maternal and child health by the Delivery of Improved Services for Health (DISH) activity and other related Population Health and Nutrition (PHN) activities. These changes have been documented through: (1) a survey of community residents in DISH districts; (2) a survey of 167 health-facilities in those same districts, including 69 of 80 DISH Data Collection Points (DCPs - see data tables); (3) the Ministry of Health's (MOH) Management Information System, to which DISH has devoted significant attention; and, (4) routine records and monitoring, and special internal and external assessments of selected components of our PHN portfolio.

The community survey, conducted in 9 of the 10 original DISH districts, was carried out in the same clusters as the 1995 Demographic and Health Survey (DHS) so that the findings of these two surveys could be compared. (Security concerns prevented the inclusion of one district.) In the community survey, 1,695 women and 900 men were interviewed on various health issues using questions comparable to those in the DHS but fewer in number. The survey of facilities was also conducted in these nine districts and was designed to enable the linking of facility data with data from the community survey. Having these linked data sets will make it possible, in 1998, to examine how aspects of USAID's program are affecting people served by the facilities.

Family Planning (FP) Services and Behavior. Contraceptive prevalence as measured by the DISH community survey (19.7%) surpassed expectations (14%) -- a substantial increase for only two years. Couple-years-of-protection (CYP) targets were met for the public sector and targets were exceeded for the social marketing program, due largely to higher-than-anticipated sales of oral and injectable contraceptives. Improved reporting from our voluntary surgical contraception (VSC) activity indicates that CYP for long-term and permanent methods increased by 9% (DISH and non-DISH districts). Norplant insertions increased substantially, while tubal ligations (TLs) were up slightly. However, the unwillingness of many physicians to perform TLs for low fees continues to constrain the VSC program.

USAID-supported community-based programs, implemented in partnership with four local NGO's and with assistance of Pathfinder's more mature program in Busoga Diocese, got off to a slow start. However, the number of community volunteers trained exceeded the target (580 compared to 424). Despite our success, the Mission is concerned about management weaknesses and possibly low levels of activity among these new volunteers, a concern the Mission also has with community-based activities implemented by CARE. Although the CYP target for Pathfinder's community programs was met, this was largely due to Busoga and another more mature project in East Ankole Diocese rather than the new projects (however, it is probably premature to expect high CYP from these newer efforts).

For clinic-based family-planning activities, the cumulative number of nurses and midwives trained in DISH districts reached 600, exceeding the target of 450. A recent USAID assessment of this training indicates that it is of very high quality and results in notable improvement in trainee competence and confidence. Although baseline data are uncertain, available statistics indicate that the number of social-marketing outlets may have increased as much as five- or six-fold (to 13,000) largely by adding small outlets in rural and urban areas. All of the above contributed to increased availability of FP services. Moreover, nurses and midwives were trained in a range of integrated reproductive, maternal and child health services resulting in increased availability of services in addition to FP. The facility survey indicates that, on average, 2.1 staff/facility have been trained in FP by DISH.

Improved quality of family planning services has also contributed to increased prevalence and CYP. DISH trainers and district staff have visited 85% of all trained nurses and midwives within one month of training to help them re-organize their clinics to provide integrated services and to transfer skills to untrained colleagues. After this initial visit, 80% of the trainees were eligible for supervision twice in 1997, and 89% of these were supervised twice. The proportion of nurses and midwives performing to standard (i.e. meeting criteria in 7 or more of 11 skill areas, with each area composed of multiple tasks) exceeded the target (66% vs. 45%), and of those who did not achieve the standard, all met the criteria in six skill areas.

A limiting factor in prevalence and CYP (over which our program has little control) has been shortages (stockouts) of FP commodities. The facility survey indicates 31% of DISH DCP facilities had stockouts of either orals, injectable contraceptives or condoms in the month prior to the survey (27% for all facilities surveyed). Low pay and poor morale among public-sector staff are also constraints to achieving results in the sector. Despite notable success in improving supervision, it has been difficult to integrate the intensive quality-control provided under DISH supervision into the routine, low-intensity supervision normally conducted by district health staff. A program of operations research is being planned during FY 1998 with G/PHN's Quality Assurance Project to try to ameliorate this situation.

In terms of improved knowledge and perceptions of FP, 65.2% of women in the DISH districts know a source of FP, and 55.7% have seen or heard about the yellow-flower FP logo, up from 27% in 1995. While there is still room to improve knowledge of sources of FP services, the achievement of targets for prevalence and CYP indicates a positive impact of our information, education and communication (IE&C) activity. A survey of 358 new FP acceptors in DISH districts indicated that 99% had been exposed to at least one of our FP messages, and two-thirds of these said that this exposure helped them decide to come to the clinic on the day of the survey.

Maternal and Child Health Services and Behaviors. The 1997 targets for both antenatal visits and assisted deliveries were met. These increases are consistent with the increased availability of integrated services (DISH sites increased from 225 to 360), as well as the increase in the number of DISH-trained and supervised nurses and midwives noted above. The facility survey indicates that over 84% of DISH facilities are offering antenatal care, 67% postnatal care and 73% delivery services. The community survey indicated that 62% of mothers were assisted by trained staff during their last delivery, up from 53% in 1995, possibly as a result of more trained service providers promoting this service. However, basic emergency obstetric care is offered in less than 35% of the facilities, and training in this area, which was delayed in 1997 by MOH indecision about curricula, will accelerate in 1998. (This care can only be provided in facilities with midwives, not those staffed only by nurses.

A pilot program to add post-abortion care to our training in emergency obstetric care was designed in 1997 and is currently awaiting core funding from G/PHN.) There was also an increase in the number of referrals made by community health workers, and it appears that this target was met, although we are concerned about the accuracy of data in our community based programs which should be improved in 1998.

While only 13% of mothers could name at least three signs of a complicated pregnancy, and only 56% of mothers who sought ANC did so during the first trimester, unchanged since 1995, little IE&C activity has been implemented in this area. A maternal-health IE&C activity was planned in 1997 for implementation in 1998, and, we expect it to produce continued increases in assisted deliveries as well as improved timing and frequency of ANC visits.

DISH will now promote exclusive breastfeeding for 6 months, consistent with new MOH recommendations. Last year's R4 indicated the period was 4-6 months; therefore, the baseline was changed this year to reflect the new 6-month period. The community survey indicates that only 23% of mothers believe it is important to breastfeed exclusively for 6 months and that only 19% did so with their last birth. As with maternal health, breastfeeding and weaning will be major emphases of our IE&C work in 1998.

HIV/AIDS and STD Services and Behaviors. The number of STD visits at facilities exceeded the target for 1997, a result associated with the increased number of nurses, midwives and medical assistants trained in syndromic STD diagnosis and treatment. An external evaluation of this training noted several areas for improvement but overall was extremely positive, i.e., the highly experienced team leader noting that this training was the best she had ever seen in a service-delivery program. However, the number of physicians and medical assistants who received STD training fell below expectation (216 vs. 263), due partially to over-estimating available trainees.

Also, the facility survey indicates that 34% of the facilities had stockouts of STD drugs (46% for DISH DCPs) in the month prior to the survey, although 86% said that they offer STD treatment. Although the supply of STD drugs improved in 1997, persistent problems remain with timely distribution to trained staff by the MOH and district authorities. In addition, 29% of the facilities surveyed indicated that they provide Rapid Plasma Reagin (RPR) testing for syphilis. In 1997, DISH trained nurses and midwives in about 60 facilities to perform this test. However, the quality of RPR testing is a concern due to irregular supplies of World Bank-funded test kits and supplies and problems with appropriate (i.e. cool) district-level storage.

Although the AIDS Information Center (AIC) has exceeded its target for new sites in 1997, resulting in increased availability of testing and counseling (T/C) services, the number of T/C clients was about 15,000 fewer than expected. This was because: (1) clients in up-country locales (largely government health facilities where AIC has trained staff to provide T/C) were about one-third of planned level; and (2) AIC's move to new headquarters in late 1996 resulted in a drop in clients in Kampala. Given the existing high demand for T/C in urban areas and 1995 DHS survey results which indicate that 2/3 of adult Ugandans desire this service, the low numbers in rural areas are puzzling. Focus-group research indicates that fear and ignorance of the existence of new T/C sites are the chief constraints to expanding this service. IE&C activities to address these issues will be initiated in 1998. Also, ongoing training and supervision of nurses and midwives will increase focus on appropriate referral of clients to this newly available service. In Kampala, after an initial decline, the number of clients increased in the latter part of 1997 as AIC more aggressively advertised its new

location. In addition to rapid "same day" HIV testing, AIC's Kampala center has introduced syphilis testing (RPR) and treatment.

The AIDS Support Organization (TASO), which serves people with AIDS, had 3,204 new clients in DISH districts in 1997 and was essentially on target. However, nearly all of these individuals were served at TASO's existing branches, with few served by other organizations with which TASO is working. TASO has expended considerable effort to identify community based organizations with the potential to provide care, support, and preventative counseling to persons living with AIDS in DISH districts and has begun to train counselors working with 20 health facilities or community organizations. However, progress in this relatively new activity has been slow.

Both AIC and TASO offer family planning and STD services. However, AIC staff believe that most clients are so focused on their HIV-test results that it is difficult to generate interest in these other services. At TASO, the percentage of clients receiving family planning and STD services is also low, although this appears to be primarily a management problem. TASO continues to educate and motivate its medical staff to provide these services more aggressively.

Declines in HIV prevalence continued at sentinel ante-natal clinics in 1997. Prevalence among 20-24 year olds declined from 17.3% to 14.6%, surpassing the target of 15.6%. Among 14-19 year olds, there was a small decline (from 8.7% to 8.3%), although this did not meet the target of 7.8%. It is likely that as prevalence falls below 10%, it will begin to level off, and the target for this younger group may have been too ambitious. DISH-sponsored IE&C activity related to HIV, initiated in 1996, continued in 1997.

Condom use is important for preventing STDs, including HIV, and USAID's social-marketing program is an important and effective means for providing access to condoms. Although the number of social marketing outlets increased significantly during 1997, sales of Protector condoms declined for the first time since the product was launched in 1991, falling short of the target increase by 25%. Two major factors contributed to this decline: 1) problems with SOMARC's commercial distributor and 2) price cutting to retailers (not to the consumer) by a new condom-social-marketing program funded by KfW, a German development agency. The problems with the distributor have been rectified, and the issue of duplication of effort, an increasingly serious problem, is under discussion with KfW. SOMARC is currently planning to set up a local NGO or foundation to run social-marketing activities in Uganda which USAID would like to endow. However, due to budget cuts, the possibility of an USAID endowment in 1998 seems unlikely.

Data from the community survey indicate that the target for knowledge about STDs and HIV was surpassed. The percent of adults who know that a condom can be used to prevent HIV infection was 58% compared to a target of 32%. Of concern, however, is that only 49% of women, compared to 67% of men, had this knowledge. In addition, more men (34%) than women (28%) knew at least two correct consequences of untreated STDs, and while 72% of men knew a source for STD treatment, only 55% of women did. These gender differences suggest the need to assure access to this information by women. Linked data from the community and facility surveys are currently being used to examine whether IE&C and integrated services improve knowledge related to STDs and HIV/AIDS in Uganda. An IE&C campaign planned for 1998 will stress the consequences of untreated STDs and where to go for treatment.

Sustainability of Reproductive/Maternal/Child Health Services. The finance component of DISH concentrates on training health unit staff, especially in hospitals, in the implementation of fee-for-service (FFS) guidelines, designed by DISH in 1995-96. Only four hospitals had received FFS training by the end of 1997, one less than planned. Of those, Jinja Hospital staff had been trained in 1996, but due to problems in performance were trained again in 1997 in conjunction with installation by the hospital of a new cost-sharing team. The 1997 target for increased FFS deposits to bank accounts for those hospitals trained in FFS was met, both for those institutions trained in 1997 and the one (Jinja) that had received training in the previous year, though these results are based on a small number of cases. Performance trends will become clearer in subsequent years as more staff from various hospitals are trained. Although training was conducted in one fewer hospital than planned in 1997, due to MOH scheduling (which schedules training for DISH facilities along with the same training for non-DISH facilities), we do not anticipate a problem in reaching our targets in subsequent years.

Using leveraged funds from UNICEF, DISH also provides FFS training at lower-level health facilities in addition to hospitals. In addition to focusing on improving accounting systems, particular attention has been given to tightening up on fee exemptions for facility staff and others. The facility survey indicates that such exemptions are provided in nearly 83% of facilities. However, there is little incentive in these public-sector facilities for change in exemption practices that would bring about cost-savings.

Limited success has been achieved in establishing pre-service reproductive health training programs. Since 1995, JHPIEGO Corporation (an arm of Johns Hopkins University) has trained 29 tutors (of a possible 90) in 15 (of a possible 29) nursing, paramedical and medical schools in teaching and clinical skills related to family planning. Planned expansion to include maternal health and STDs has been essentially nil. Twenty-five of these tutors are still teaching family planning, 13 of them have been assessed twice following training, and 9 performed to the expected standard. Thus 10% (vs. the target of 14%) of the total number of tutors is performing to standard. However, these results are based on teaching "demonstrations" as opposed to actual classroom observations, and, although used in part, it does not appear that JHPIEGO's family-planning curriculum is firmly established in these schools. It now seems that, with the resources available, it is not realistic to expect that the Mission will be able to change established patterns at so many schools. This activity will be scaled back significantly in 1998.

Partnerships, Customers and Coordination. Over the past three years, USAID has established good relationships with district health offices in the (now) 12 districts where DISH is being implemented. USAID training and supervision which relate to integrated service delivery, MIS implementation and fee-for-service mechanisms are all well appreciated, as is our IE&C program. All of these activities are planned and conducted in coordination with district officials. Informal feedback from service providers also indicates that these efforts are well received and effective. USAID's DISH reproductive health curriculum is being used in modified form by CARE in its British (DFID)-funded project in three districts in Eastern Uganda and in its USAID-funded project in three southern districts. The curriculum is currently being evaluated and adapted for wider use by the MOH. However, more work with the MOH is needed in 1998 to facilitate that expansion. More work is also required to obtain feedback from clients regarding their perceptions of the quality and appropriateness of DISH services, and this will form part of the QA operations research agenda noted above.

Progress Through FY 2000 and Management Actions

Because this has been the first year in which it was possible to compare actual results with targets set in late 1996 and early 1997 in conjunction with USAID's 1997-2001 CSP, a number of the targets have been adjusted upward and a few downward based on performance to date. Nonetheless, given the current trajectory, continued improvements are expected in service utilization and behavior changes, accompanied by improved, quality, sustainability and public knowledge about reproductive, maternal and child health services.

Strategic Objective 4 Performance Data Tables

OBJECTIVE: Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts APPROVED: 02/11/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: SO 4			
INDICATOR: 4.a.1: Family Planning, couple years protection distributed in target districts			
UNIT OF MEASURE: Number <hr/> SOURCE: MOH Health Information System (HMIS) INDICATOR DESCRIPTION: Couple years protection (CYP) distributed in 92 health facilities where USAID-funded training and supervision have been conducted, not including social marketing sales. (1 CYP = 120 condoms, 15 cycles of orals, .29 IUD, 4 injections, .29 NORPLANT insertion, .13 VSC procedure) COMMENTS: The baseline data has been re-calculated to reflect the "actual" performance from 92 facilities (80 from the DISH Project and 12 from the CARE Project), rather than the performance from all facilities in the 10 DISH districts, as estimated last year. (Last year's R4 noted that this change would be made.) The reliability of data from the selected facilities is higher than from all facilities, where reporting rates are still too low for reasonably accurate estimation. Targets also have been adjusted accordingly. CYPs for 1996 and 1997 were taken from HMIS data routinely reported by 92 facilities. CYPs for TL, vasectomy and implants were subsequently updated to match figures for CYP from AVSC for facilities providing those services. Note that three of the selected facilities are run by the Catholic Church, and therefore do not want to provide FP services, although they do refer clients to other service providers. (Training includes more than family planning.) CYP targets are based on estimated growths of 10%, 7%, 5%, and 5% per annum respectively. The percentages represent a more rapid growth in the beginning which is expected to taper off. Note also that these CYPs are for HMIS data only and do not include social marketing CYPs. However, users of social marketing methods are implicitly covered by basing the CYP targets on the DHS modern FP user trend, irrespective of the latter's source of supply.	YEAR	PLANNED	ACTUAL
	1996 (B)		31,691
	1997	37,395	37,312
	1998	41,043	
	1999	43,916	
	2000	46,112	
	2001	48,417	

OBJECTIVE: Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts APPROVED: 02/11/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: SO 4			
INDICATOR: 4.a.2: Family Planning, couple years protection distributed through social marketing in target districts			
UNIT OF MEASURE: Number <hr/> SOURCE: Social Marketing Project database <hr/> INDICATOR DESCRIPTION: Couple years of protection sold to distributors in the 13 districts (including 3 CARE districts) by the Social Marketing Project. <hr/> COMMENTS: The CYP is calculated using the same conversion factors as in 4.a.1. Methods include pills, condoms and injectables only. The actual value for 1997 is for DISH and CARE districts and is based on SOMARC's MIS data, which tracks sales by district. This value has been used to adjust subsequent targets. The estimates of the share attributed to DISH/ CARE districts for the 1998-2001 targets apply the same proportions among methods as the 1997 actual proportions. This could change as more sales shift to districts outside the DISH/CARE areas. However, there is no better basis for the time being than using the 1997 proportions. The 1997 actual exceeded the target due to higher than anticipated sales of Pilplan. Accordingly, the 1998-2001 target values have been adjusted upwards because of higher than anticipated growth in Pilplan sales.	YEAR	PLANNED	ACTUAL
	1996		44,000
	1997	71,000	87,751
	1998	103,377	
	1999	120,074	
	2000	137,290	
	2001	156,192	

OBJECTIVE: Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts APPROVED: 02/11/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: SO 4			
INDICATOR: 4.a.3: Family Planning, Modern contraceptive Prevalence			
UNIT OF MEASURE: Percent <hr/> SOURCE: Demographic and Health Survey; two community surveys <hr/> INDICATOR DESCRIPTION: Modern contraceptive prevalence (in 9 DISH-Project districts) <hr/> COMMENTS: Methods included are the pill, IUD, injectables, implants, condoms, diaphragm, spermicide, vasectomies and tubal ligation. The denominator for this indicator is the number of women surveyed, ages 15-49, currently in union. The numerator is the number of those women who are currently using a modern method of contraception. Because the community survey could not be done in Kasese district and in order to have comparable data, last year's baseline was re-calculated from the 1995 DHS to exclude Kasese; the original baseline with Kasese was 12.5%. The 1999 and 2001 targets have been readjusted based on current trends. A slowing of progress is anticipated by 2001. The DHS will be repeated in 2000 to provide an end-of-project level of CPR. Another population-based community survey will be done in 1999 to estimate modern CPR.	YEAR	PLANNED	ACTUAL
	1995 (B)		13.2%
	1997	14%	19.7%
	1999	25%	
	2001	27%	

OBJECTIVE: Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts APPROVED: 02/11/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: SO 4			
INDICATOR: 4.b: Maternal/Child Health Services, annual number ante-natal visits in target facilities			
UNIT OF MEASURE: Number <hr/> SOURCE: MOH Health Information System <hr/> INDICATOR DESCRIPTION: Annual number of ante-natal visits in 92 health facilities where USAID-funded training and/or supervision has been conducted. <hr/> COMMENTS: The baseline data has been re-calculated to reflect the "actual" performance from 92 facilities (80 from the DISH Project and 12 from the CARE Project), rather than the performance from all facilities in the 10 DISH districts, as estimated last year. (Last year's R4 noted that this change would be made.) The reliability of data from the selected facilities is higher than from all facilities, where reporting rates are still too low for reasonably accurate estimation. Targets also have been adjusted accordingly. Projected targets for antenatal clients are based on the assumption that an IEC campaign launched in 1998 is expected to increase antenatal visits during that year by approximately 12%. However, antenatal visits thereafter are expected to level off at approximately 8% annual growth up to the year 2001. These targets are an adjustment of the original targets that assumed a 10% increase each year.	YEAR	PLANNED	ACTUAL
	1996 (B)		205,181
	1997	221,596	219,227
	1998	245,534	
	1999	265,176	
	2000	286,390	
	2001	309,301	

OBJECTIVE: Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts APPROVED: 02/11/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: SO 4			
INDICATOR: 4.c: Assisted deliveries			
UNIT OF MEASURE: Number <hr/> SOURCE: MOH Health Information System (Selected facilities) <hr/> INDICATOR DESCRIPTION: Annual number of assisted deliveries in 92 health facilities where USAID-funded training and supervision are conducted, including 12 facilities in 3 CARE-assisted districts. <hr/> COMMENTS: The baseline data has been re-calculated to reflect the "actual" performance from 92 facilities (80 from the DISH Project and 12 from the CARE Project), rather than the performance from all facilities in the 10 DISH districts, as estimated last year. (Last year's R4 noted that this change would be made.) The reliability of data from the selected facilities is higher than from all facilities, where reporting rates are still too low for reasonably accurate estimation. Targets also have been adjusted accordingly. Projected targets reflect a continual and significant growth of approximately 13% in 1998, as a result of an IEC campaign to be launched in 1998, then levelling off at approximately 4% for the subsequent years. These targets, which are more consistent with might be expected based on current performance, are an adjustment of last year's targets that assumed a 10% increase each year.	YEAR	PLANNED	ACTUAL
	1996 (B)		29,592
	1997	31,959	32,969
	1998	36,214	
	1999	37,663	
	2000	39,169	
	2001	40,736	

OBJECTIVE: Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts APPROVED: 02/11/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: SO 4			
INDICATOR: 4.d: STD Treatment			
UNIT OF MEASURE: Number SOURCE: MOH Health Information System INDICATOR DESCRIPTION: Annual number of STD visits in target facilities COMMENTS: The baseline data has been re-calculated to reflect the "actual" performance from 92 facilities (80 from the DISH Project and 12 from the CARE Project), rather than the performance from all facilities in the 10 DISH districts, as estimated last year. (Last year's R4 noted that this change would be made.) The reliability of data from the selected facilities is higher than from all facilities, where reporting rates are still too low for reasonably accurate estimation. Targets also have been adjusted accordingly. The rather ambitious targets of 30%, 20%, 15% and 5% growth in subsequent years is based partly on the assumption that stockouts of STD drugs will be reduced, and that there will be an intensive IEC/STD campaign in 1998. Furthermore, service providers are expected to diagnose clients and write a prescription even when STD drugs are not available in the health facility. Note that in the past, service providers have tended to send away STD/STI clients before diagnosis because drugs were not available.	YEAR	PLANNED	ACTUAL
	1996 (B)		30,952
	1997	34,047	36,148
	1998	47,192	
	1999	56,630	
	2000	65,125	
	2001	68,381	

OBJECTIVE: Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts APPROVED: 02/11/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: SO 4			
INDICATOR: 4.e: HIV Testing and Counselling			
UNIT OF MEASURE: Number <hr/> SOURCE: AIDS Information Center (AIC) <hr/> INDICATOR DESCRIPTION: Annual number of persons tested and counselled in 10 DISH districts <hr/> COMMENTS: This indicator reports the number of individuals receiving HIV testing and counseling per year in 10 DISH districts. Baseline is the number of persons counselled and tested in 3 AIC centers in DISH districts. Targets are projected number of persons to receive services through these centers and additional non-AIC facilities in DISH districts. Actual for 1997 includes individuals tested and counselled at 14 non-AIC facilities and the 3 AIC centers in DISH districts. Targets have been adjusted downward reflecting actual performance in 1997, lower than expected demand in rural areas, low provider motivation in non-AIC facilities, and the relocation of AIC's main branch in Kampala in late 1996 causing client reductions into 1997.	YEAR	PLANNED	ACTUAL
	1996 (B)		39,414
	1997	50,000	34,502
	1998	50,000	
	1999	60,000	
	2000	70,000	
	2001	80,000	

OBJECTIVE: Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts APPROVED: 02/11/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: SO 4			
INDICATOR: 4.f: HIV Counseling			
UNIT OF MEASURE: Number SOURCE: The AIDS Support Organization (TASO) and community-based organizations' (CBOs') reports INDICATOR DESCRIPTION: Annual number of new HIV positive individuals counselled in 10 DISH districts. COMMENTS: This indicator reports the number of new HIV positive individuals counselled per year in existing TASO centers and by the CBOs that TASO will support. The baseline is the number of new clients (as opposed to continuing clients) counselled in 4 DISH districts (Kampala, Mbarara, Jinja and Masaka) in which TASO has centers. The targets reflect the expected caseloads for TASO and the CBOs through 1999. As many as 6 times this number (i.e., including both new and continuing clients) may be served in total.	YEAR	PLANNED	ACTUAL
	1996 (B)		3,000
	1997	3,250	3,204
	1998	4,000	
	1999	4,500	
	2000	5,000	
	2001	5,500	

OBJECTIVE: Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts APPROVED: 02/11/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: SO 4			
INDICATOR: 4.g: Infant-Nutrition Behavior			
UNIT OF MEASURE: Percent SOURCE: Demographic and Health Survey; two community surveys INDICATOR DESCRIPTION: Percent of infants (last birth) exclusively breastfed for 6 months in the DISH districts. COMMENTS: Exclusive breastfeeding = no supplementation with water, other liquids or food. The baseline is for DISH districts, excluding Kasese, from the DISH community survey. The denominator is the number of infants who were born in the last 7 to 36 months. The numerator is the number of infants who were exclusively breastfed for 6 months. This indicator originally used the period "4-6 months." Because of the MOH's recent advocacy of 6 months, this indicator, the baseline and targets have been revised accordingly.	YEAR	PLANNED	ACTUAL
	1997 (B)		19%
	1998		
	1999	25%	
	2000		
	2001	30%	

OBJECTIVE: Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts APPROVED: 02/11/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: SO 4			
INDICATOR: 4.h.2: Sexual Behavior			
UNIT OF MEASURE: Number SOURCE: Social Marketing Project INDICATOR DESCRIPTION: Annual national number of social marketing condoms sold to distributors. COMMENTS: During 1997, a new KfW-funded condom social marketing program was launched in Uganda. This product is positioned to compete with Protector and cut into anticipated Protector sales. Also, approximately 20 million free condoms were distributed by the AIDS Control Programme between April and October, which also affected Protector sales. Moreover, commercial distributors did not perform as expected. Finally, Engabu (jointly marketed with GTZ) condom sales were not as high as expected due to perceived quality problems among Engabu consumers. For 1998-2001, targets have been revised downwards to reflect the expected increase in competition in the Uganda condom market, as well as the AIDS Control Programme's plans to continue distributing large quantities of free condoms. As of 1998, SOMARC has discontinued social marketing of Engabu, which is also reflected in the revision of the targets.	YEAR	PLANNED	ACTUAL
	1992 (B)		1.3 mil
	1996		9.8 mil
	1997	12 mil	9.5 mil
	1998	10.8 mil	
	1999	12.4 mil	
	2000	14.3 mil	
	2001	16.4 mil	

OBJECTIVE: Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts APPROVED: 02/11/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: SO 4			
INDICATOR: 4.h.3: Sexual Behavior			
UNIT OF MEASURE: Percent SOURCE: Sentinel surveillance, Ministry of Health INDICATOR DESCRIPTION: HIV prevalence among 15-19, 20-24 year old antenatal clients: Kampala, Jinja, Mbarara (MOH sentinel-surveillance sites in 3 DISH districts). COMMENTS: Baseline HIV prevalence among 15-19 and 20-24 year old antenatal clients is averaged, weighted by the number of cases, across 4 sentinel surveillance sites: Kampala (Nsambya, Rubaga), Jinja, and Mbarara. The data are routinely gathered by the MOH. The targets assume a 10% decline in prevalence rates between 1996 and 1997 and a 5% per annum decline thereafter.	YEAR	PLANNED	ACTUAL
	1994 (B)		13.2/19.5
	1996		8.7/17.3
	1997	7.8/15.6	8.3/14.6
	1998	7.4/14.8	
	1999	7.1/14.1	
	2000	6.7/13.3	
	2001	6.5/12.7	

OBJECTIVE: Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts APPROVED: 02/11/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: 4.1: Increased Availability of Reproductive/Maternal/Child Health Services			
INDICATOR: 4.1.a: Clinical Services			
UNIT OF MEASURE: Percent <hr/> SOURCE: Contractor supervision records <hr/> INDICATOR DESCRIPTION: Percentage of facilities in DISH-Project districts routinely providing integrated services <hr/> COMMENTS: Baseline is for 340 eligible facilities (350 - 10 Family Planning Association of Uganda clinics that do not provide MCH services). As of 3/1/97, 225 were providing integrated services, i.e., FP, MCH and STD/HIV services offered jointly. Denominator is the number of eligible facilities; numerator is the number providing FP, MCH and STD/HIV services. In 1997, the number of eligible facilities was expanded from 340 to 445, which is the denominator used for 1997. Targets have been adjusted upward based on the 1997 actual value. This indicator is not expected to exceed 90% due to the loss of trained providers through moving or death.	YEAR	PLANNED	ACTUAL
	1996 (B)		66
	1997	71	80
	1998	90	
	1999	90	
	2000	90	
	2001	90	

OBJECTIVE: Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts APPROVED: 02/11/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: 4.1: Increased Availability of Reproductive/Maternal/Child Health Services			
INDICATOR: 4.1.b: Community Services			
UNIT OF MEASURE: Number <hr/> SOURCE: Contractor supervision records <hr/> INDICATOR DESCRIPTION: Number of active community volunteers per catchment area (area served by an NGO participating in USAID-funded community-based program) in 10 DISH districts and Family Life Education Program (FLEP) CBDs in Iganga district <hr/> COMMENTS: Active status is defined as providing information, making referrals and distributing FP supplies, as indicated in reports from volunteers. 4/58 is 4 volunteers per 58 catchment areas, or 232 total, etc., active in a given year. Baseline values were changed (from 3/33) to 4/58 to include 25 FLEP catchment areas in Iganga. Planned targets were changed accordingly. Targets for 1997 and 1998 are based on the Pathfinder cooperative agreement that ends on 9/99. After 1999, the focus will be on improving existing services rather than expanding numbers of volunteers and areas.	YEAR	PLANNED	ACTUAL
	1996 (B)		4/58
	1997	4/106	5/116
	1998	5/116	
	1999	5/121	
	2000	5/121	
	2001	5/121	

OBJECTIVE: Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts APPROVED: 02/11/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: 4.1: Increased Availability of Reproductive/Maternal/Child Health Services			
INDICATOR: 4.1.c: HIV testing/counselling			
UNIT OF MEASURE: Number SOURCE: AIDS Information Center INDICATOR DESCRIPTION: Number of testing and counselling sites in target districts COMMENTS: The baseline refers to 3 previously existing AIC centers in DISH districts (Kampala, Jinja, Mbarara). AIC will provide training, technical assistance, supervision and test kits to an additional 27 facilities for a total of approximately 30 facilities in the DISH districts by 1999. There currently are no plans to go beyond 30 facilities.	YEAR	PLANNED	ACTUAL
	1996 (B)		3
	1997	10	17
	1998	20	
	1999	30	
	2000	30	
	2001	30	

OBJECTIVE: Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts APPROVED: 02/11/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: 4.2: Improved quality of reproductive/maternal/child health services			
INDICATOR: 4.2.a: Staff performance			
UNIT OF MEASURE: Percent SOURCE: Contractor supervision records INDICATOR DESCRIPTION: Percent of nurses and midwives performing to standard in 10 DISH districts COMMENTS: The denominator is 850 nurses and midwives eligible for training in 350 facilities. The numerator is the number of these staff actually trained and observed to perform to standard (i.e., in at least 7 of 11 skill areas) during the year in question. The target for 1998 has been adjusted upward based on the 1997 actual performance.	YEAR	PLANNED	ACTUAL
	1995 (B)		7
	1996		29
	1997	45	66
	1998	75	
	1999	80	
	2000		
	2001		

OBJECTIVE: Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts APPROVED: 02/11/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: 4.3: Enhanced sustainability of reproductive/maternal/child health services			
INDICATOR: 4.3.a: Fees collected at district hospitals			
UNIT OF MEASURE: Percent <hr/> SOURCE: Facility records <hr/> INDICATOR DESCRIPTION: Average % increase in money deposited in bank accounts/month for hospitals trained in Fee-for-Service (FFS) in that year; average % increase in money deposited in bank accounts/month for hospitals trained in FFS during a previous year. <hr/> COMMENTS: This indicator is based on records maintained by district hospitals that have received training in improved financial management and cost recovery. Increases in the indicator reflect both the addition of new hospitals and increasing revenues in hospitals that have previously received training. Previously this indicator had not looked separately at current and previous year's training. The % increase, while less straight-forward than actual amounts of money, is used because of the great variability in the amounts of money deposited by a hospital depending on its size. Although % increase targets remain stable, this would reflect increasing greater amounts of money being deposited. Values for the year in which the training occurs compare the months before and the months after training from that CY, based on available data. Values for training in a previous year compare the current year with the full previous year. The baseline value of 37% is based on only 1 large hospital (Jinja) and thus provides an unrealistic level for setting targets; the 26% in the second year is based on 3 hospitals. The 48% also is based only on Jinja hospital--in its year after the training but also after a revamping of the financial system--and is an unrealistic target for most hospitals receiving training in the previous year.	YEAR	PLANNED	ACTUAL
	1996 (B)		37;--
	1997	25;12	26;48
	1998	25;12	
	1999	25;12	
	2000	25;12	
	2001	25;12	

OBJECTIVE: Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts APPROVED: 02/11/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: 4.3: Enhanced sustainability of reproductive/maternal/child health services			
INDICATOR: 4.3.b: Pre-service training capacity			
UNIT OF MEASURE: Percent SOURCE: Routine monitoring by grantee INDICATOR DESCRIPTION: Percent of trained faculty training to standard COMMENTS: Currently, JHPIEGO trains faculty from 10 nursing/midwifery schools, 3 medical assistant schools, 2 medical schools, 1 tutor's college and 1 BSC nursing program. The total number of eligible faculty in these institutions is 90. Subsequent to training, the quality of the trainees' performance is assessed, preferably twice in the 12 months after training. In 1997, 45% of trainees are expected to be training to standard (a minimum score of 85% on a new observation assessment tool), followed by 52% in 1998 and 60% in 1999. The indicator reflects both the addition of newly trained faculty and the increase in the percent trained to standard. The denominator is the number of faculty eligible to be trained; the numerator is the number of trained faculty actively training to standard, for a given year. If Catholic nursing/midwifery schools participate in subsequent years (14 schools), the base total of 10 nursing/ midwifery schools will be increased accordingly.	YEAR	PLANNED	ACTUAL
	1996 (B)		0
	1997	14	10
	1998	34	
	1999	60	
	2000		

OBJECTIVE: Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts APPROVED: 02/11/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: 4.4: Improved Knowledge and Perceptions Related to Reproductive/Maternal/Child Health			
INDICATOR: 4.4.b: Infant nutrition			
UNIT OF MEASURE: Percent SOURCE: Two community surveys and DHS INDICATOR DESCRIPTION: Percent of mothers in target districts, except Kasese, who believe it important to breastfeed exclusively for 6 months. COMMENTS: The baseline is based on the 1997 community survey. Future reporting will be based on the 1999 community survey and the 2000 UDHS. The denominator is the number of women aged 15-49 years who ever had a birth. The numerator is the number of those women who thought it was important to breastfeed exclusively for 6 months. Previously the indicator was stated as "women" rather than "mothers." However, this change was made because mothers are the ones that have most likely to have been exposed to this information and for whom the information is most relevant. In addition, previously the indicator was "for at least 4 months." This change to "6 months" is to make the indicator consistent with MOH guidelines.	YEAR	PLANNED	ACTUAL
	1997 (B)		22.7%
	1998	--	
	1999	28%	
	2001	31%	

OBJECTIVE: Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts APPROVED: 02/11/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: 4.4: Improved Knowledge and Perceptions Related to Reproductive/Maternal/Child Health			
INDICATOR: 4.4.c: Maternal health			
UNIT OF MEASURE: Percent SOURCE: Two community surveys and DHS INDICATOR DESCRIPTION: Percent of mothers in target districts, except Kasese, who can name at least 3 signs of a complicated pregnancy. COMMENTS: The denominator includes women aged 15-49 who ever had a birth. The numerator is the number of those women who named at least 3 correct signs of complicated pregnancy. Correct signs included: bleeding, fever, abdominal pain, and swollen face and hands. Previously the indicator was stated as "women" rather than "mothers." However, this change was made because mothers are the ones that have most likely to have been exposed to this information and for whom the information is most relevant.	YEAR	PLANNED	ACTUAL
	1997 (B)		13
	1998	--	
	1999	25	
	2001	30	

OBJECTIVE: Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts APPROVED: 02/11/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: 4.4: Improved Knowledge and Perceptions Related to Reproductive/Maternal/Child Health			
INDICATOR: 4.4.d: HIV			
UNIT OF MEASURE: Percent SOURCE: Two community surveys and Demographic and Health Surveys in 9 DISH districts. INDICATOR DESCRIPTION: Percent of adults in target districts, except Kasese and excluding Kampala, who know that condom use can prevent HIV infection. COMMENTS: The denominator consisted of women aged 15-49, and men aged 15-54. The numerator is the number of these men and women who spontaneously mentioned that a condom can prevent HIV/AIDS. Because the community survey could not be done in Kasese and in order to have comparable data, the baseline was recalculated from the 1995 DHS to exclude Kasese; targets have been adjusted upward based on 1997 performance. The 1997 actual value broken down by sex is as follows: women, 48.8%; men, 67.1%.	YEAR	PLANNED	ACTUAL
	1995 (B)		28.6
	1997	32	58.3
	1999	70	
	2001	75	

OBJECTIVE: Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts APPROVED: 02/11/1997 COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: 4.4: Improved Knowledge and Perceptions Related to Reproductive/Maternal/Child Health			
INDICATOR: 4.4.e STDs			
UNIT OF MEASURE: Percent SOURCE: Two community surveys and Demographic and Health Survey districts. INDICATOR DESCRIPTION: Percent of adults in target districts, except Kasese, who can name at least 2 correct consequences of an untreated STD. COMMENTS: The denominator is the number of males aged 15-54 and of females aged 15-49. The numerator is the number of these men and women who named at least 2 consequences of untreated STDs, which included: infertility, miscarriage, still-birth, easy HIV contraction, baby born sick, and madness. Previously the indicator was for "2 of 4 harmful consequences." The baseline value broken down by sex is as follows: women, 27.8%; men, 34.3%.	YEAR	PLANNED	ACTUAL
	1997 (B)		31.2
	1998	--	
	1999	50	
	2001	60	

Strategic Objective 5: Civic Pluralism Expanded and Constitutional Checks and Balances Implemented

Performance Analysis

This strategic objective (SO) was approved in December 1996 and is less than 18 months old and therefore, not subject to rating. Nevertheless, if assessed, it would be rated as currently meeting expectations. SO 5 relates directly to the U.S. national interest, democracy, which is reflected in Embassy Kampala's MPP goal 1. SO 5 encourages the transition to democratic governance and strengthens institutions committed to the rule of law (MPP goal 1).

Prior to the approval of the current democracy and governance (DG) program, the Mission supported the drafting and adoption of the constitution in 1994 and assisted the Government of Uganda (GOU) in carrying out and monitoring the 1996 presidential and parliamentary elections. The new DG SO, approved at the end of 1996 and building on past achievements, provides crucial assistance to the GOU to facilitate a full transition to a constitutional democracy.

Parliament: Parliament has begun to counter strong executive power by successfully challenging executive actions, debating and changing bills before enacting legislation, and calling GOU officials to publicly testify or face censure. At present, there is continued debate and re-drafting of the Political Parties Bill which will govern the rules of the national elections scheduled for 2000. It has also initiated and passed an act providing for the creation of Parliamentary support staff and a recurring budget. USAID assistance to Parliament is strengthening the overall effectiveness of Parliament by building its technical capacity as a deliberative body. With its own recurring budget and approved staffing pattern, Parliament stands poised to assume the full mantle of legislative leadership. The first step in this process has been completed: the Parliamentary Structure has been redefined, laying out the different staff positions and roles. With this structure clearly in place, Parliament can now prioritize staffing and training needs, and better ensure adequate budget resources. Planned assistance will build on this preliminary step, allowing Parliament to prioritize the hiring and training of key staff, strengthen Parliamentary committees, and provide systems and equipment to allow it to maximize resources and function more effectively.

A key component in this effort is to increase the ability of members and committees to access information through the provision of research and reference services. Such services will allow members to view draft bills, access examples of similar legislation from other countries, gather national historical and current data, track sectoral budgets and expenditures, and facilitate the flow of information from Parliament to its constituency. This effort was begun in partnership with USIS and subsequently expanded with assistance from the Global Center for Democracy and Governance.

Decentralization: In one bold stroke, The Local Governments Act of 1997 changed the entire structure and function of government in Uganda, effectively ending central ministry control over the allocation of resources. Almost all functions, powers and responsibilities have been devolved to Uganda's 45 districts in which locally-elected officials (one-third of which are constitutionally mandated to be women) prepare integrated budgets and make and carry out political decisions. Currently, nearly 30% of the recurrent national budget goes directly to districts and this percentage is anticipated to increase. Comparisons to the U.S. federal system are unavoidable and the U.S.A. has direct, applicable and valuable experience to share

with Uganda as it struggles to implement this new political experiment. Historically, Uganda's internal political problems have been inherently linked to regional and ethnic polarization, moving governments inexorably toward centrally-controlled, autocratic and repressive regimes. Decentralization moves decision-making directly to the local government authorities and ordinary citizens, as well as by-passing (tribal) federalism.

The GOU, through the Ministry of Local Government (MOLG) and the Decentralization Secretariat (DS), a parastatal with a short-term mandate, has a remarkably clear vision of the political re-organization of Uganda and its operational consequences. However, it currently lacks the resources or capacity to chart a clear course to reach that goal. Donors have been unanimous in expressing the need for clarity before resources can be effectively deployed. Without a consensus on the steps to be taken and measurable progress toward their achievement, the move to grassroots democracy will lurch toward inefficiency and may risk re-inciting regional and ethnic tensions, thereby creating the demand for a return to strong central authority. With USAID assistance, the first steps in charting this course have been completed: 1) distinguishing the roles of the MOLG, DS and local government councils to avoid duplication and unproductive competition, and 2) setting clear, sequenced priorities which address critical linkages, enabling policy-makers to focus on concrete goals for the decentralization strategy. The GOU is finalizing its strategic framework which once finalized, will allow USAID and other donors to productively pool their resources and identify discreet areas in which to assist in this gargantuan undertaking.

Legal Codification: Uganda's collection of laws and accompanying regulations are a hodge-podge dating back to the colonial era. Each successive regime has simply passed additional laws, edicts, and regulations without bothering to repeal those previously enacted. To complicate matters, no central body was authorized for collecting or housing them. In fact, nearly all statutory materials in the now-defunct, Parliamentary library were burned for cooking fuel by occupying soldiers. While dictatorial rule or anarchy reigned, the consequences of such folly hardly mattered. However, once a constitutional framework was enacted, it immediately became apparent that a coherent, functioning legal system was the cornerstone for anchoring political and policy reforms. The Law Reform Commission, which was created for this purpose, responded admirably and USAID took the lead in assisting this process. The initial mark-up of both the principal and subsidiary legislation for the first 100 chapters of the *Laws of Uganda*, Revised Edition (1964) has been completed. Once the entire codification is completed in 2000, the U.K. has agreed to bear the costs of publication and distribution.

Civil Society Strengthening and Sectoral Linkages: Decentralization impacts on the provision of all government services. In a very tangible sense, programs in health, education, economic growth, and the environment have fundamentally changed as Parliament now passes individual, integrated district budgets. Within earmarks and conditions, individual districts can allocate these resources and implement programs along with discretionary revenue raised by local authorities. As district governments assume these responsibilities, the role of central ministries is substantially dwindling, while the relationships between MPs and their constituents are fundamentally changing with the advent of local autonomy which identifies and resolves problems at the local level.

The Mission's cognizance of these new roles and responsibilities led to the formation of a Mission Decentralization Working Group with members from all SO teams and the implicit understanding that progress in achieving the DG SO profoundly affects progress in meeting the objectives in USAID/Uganda's overall strategic framework. It is clearly in the direct

interest of the Mission as a whole for Parliament to function more effectively and track resource allocations and expenditures. Likewise, it is uniformly desirable that local governments rapidly develop the capacity to plan and provide responsible oversight. Already, the linkage among Mission sectoral SOs has resulted in SO 3 (basic education) leveraging non-project assistance to assure the adoption of the GOU policy to publicly post all local budget allocations at each district public school.

An integral part of achieving this SO is to harness this network of existing, sectoral providers to form a collective "demand" function and advocate openly for accountability and responsive governance. Because Uganda essentially existed for years without a functioning government, a network of sectoral service providers and special interest groups took on the tasks of government at all levels of society. Through their determined and sometimes heroic efforts, community functions continued, albeit stunted as infrastructure and national resources deteriorated. Given past experience with the consequences of questioning governmental decisions, it is not difficult to grasp why there is residual reticence in assuming this important role. It is also one which many western European donors do not fully appreciate since most of them represent strongly-centralized governments.

A strong demand function is, however, a necessary link to provide the checks and balances which keep a functioning constitutional framework on track, continually re-adjusting course as the various branches of government and citizens interact to trim the sails and avoid the internecine intrigues which cause maligned groups to either take control or secede. USAID has begun work in some of these sectors, the beginning of a coordinated effort to build civil society capacity to take on this monumental task. For example, USAID has supported the Forum for Women in Development, a caucus lobbying for women's rights. In addition, SO 3 (Basic Education) is building civil society capabilities, focusing on increasing parental and community involvement in school activities.

This SO has also been instrumental in formulating and coordinating the Mission's integrated strategy for the North which because of its uniqueness, is presented as a special objective.

Expected Progress through FY 2000

Executive Functions Monitored and Responded to Effectively: Effective monitoring and response presumes the capability to access and analyze data and information, a function which does not presently exist. Therefore, initial progress in achieving this IR will be measured in terms of increasing capacity. A basic research and reference function accessible to MPs and Parliamentary committees will be installed and functioning. A system to monitor budget allocations and expenditures by district and within district by sector, will be designed and tested and ready for adoption throughout Uganda. Through the provision of technical assistance and exchanges, MPs will have increased technical expertise in monitoring and analyzing budget allocations and expenditures, and have a greater technical capacity to request information from central ministries and challenge insufficient and/or inaccurate data and information. Parliament will have set staffing priorities and budgeted for and hired key staff. Technical assistance will guide this process and insure that staff are sufficiently trained to maximize impact. Committees will have improved abilities to analyze draft legislation and make substantive changes. The combined information system and capacity building will also allow MPs to have access to information and data regarding the impact of decentralization on district functions and more effectively responding to their constituents.

Both MOLG and DS staff will be implementing decentralization according to a prioritized

strategic plan and will have access to systems which will allow tracking of budgets and expenditures by district and sector. In addition, MOLG/DS will have completed an impact analysis of decentralization on district and central ministry line functions which will be available to Parliament. Technical assistance and training will develop basic skill competencies in eight trial or model districts in basic word processing and spreadsheet usage. Standard simplified formats and reporting systems will be designed and tested in the eight model districts and will be accessible by the MOLG/DS and Parliament. This reporting system will be ready for nationwide adoption should Parliament decide to make grants conditional on receiving adequate reports from individual districts. Specific skills modules, such as planning, budgeting, innovative management tools, sectoral impact analyses, and effective lobbying techniques, will be developed and tested in the eight model districts and will be available for nationwide dissemination.

Effectiveness of Justice System Increased: The codification of the entire body of Ugandan laws and accompanying regulations, an ongoing exercise, will have been completed with antiquated and contradictory statutes and regulations eliminated and/or replaced. In addition, this codified body of laws will be annotated and cross-referenced. This collection will be available in both print (limited to public access collections) and electronic versions.

Citizens Participate Effectively in Public Decisions and Oversight: Coordinated technical assistance will develop existing civil society service providers into civil society advocacy networks by sector, concentrating in the eight model districts but possibly expanding into other regions. This will be coordinated by the Mission Decentralization Working Group and funded jointly through this SO and by the individual SO teams in their respective sectors since the impact of decentralization will affect each sector and its progress toward full implementation. Technical assistance and training will develop and test advocacy skills training packages, train advocacy groups in the eight districts, and have training modules ready for wider dissemination. This effort will depend on capacity-building and the development of standard reporting practices and systems in the eight model districts described above, combined with the requirement for the full public disclosure of budgets and expenditures by district and by sector.

Strategic Objective 5 Performance Data Tables

OBJECTIVE: Civic Pluralism Expanded and Constitutional Checks and Balances Implemented APPROVED: COUNTRY/ORGANIZATION: USAID/Uganda			
RESULT NAME: IR 5.3 Effectiveness of Justice System Increased			
INDICATOR: Uniform sectoral legal codes established			
UNIT OF MEASURE: Y/N <hr/> SOURCE: Uganda Law Reform Commission and Uganda Law Revision Commission <hr/> INDICATOR DESCRIPTION: Coherent legal codes in place <hr/> COMMENTS: Current work is underway, codifying the laws. Completion is scheduled for 2000.	YEAR	PLANNED	ACTUAL
	1996	N	N
	1997	N	N
	1998	N	
	1999	N	
	2000	Y	

Special Objective: Reintegration of Northern Uganda

The largest single internal constraint to Uganda's development is the protracted political instability in northern Uganda where three separate regional conflicts are inextricably linked to larger regional insecurity. The Special Objective relates directly to the U.S. national interest, humanitarian response, which is reflected in Embassy Kampala's MPP. The Special Objective aims to prevent or minimize the human costs of conflict (touched upon in MPP goal 3), and ultimately, to improve northern Ugandans' standard of living (MPP goal 5).

Comprising nearly a third of the country, northern Uganda is a vast and sparsely populated area with considerable potential for agriculture and livestock development. Economic indicators (and primarily expenditure data, the proxy indicator for income), while showing some improvement, show that the North is not fully participating in the growth occurring in the other regions. Social indicators also lagged appallingly while aging infrastructure either collapsed or was destroyed. Northern Uganda continues to be a massive drain on Uganda's economic development. Military expenditures account for nearly 20% of Uganda's budget, largely directed at combatting the problems in the North. The protracted conflict feeds itself as huge segments of the population are displaced, schools destroyed, and the cash economy virtually disappeared, creating a climate of instability with little prospect for improvement. Clearly, ending the insecurity in the North is a major factor in increasing Uganda's overall economic well-being and, in turn, its political stability. Reconstruction and rehabilitation efforts in the North have been further complicated by the influx of refugees from southern Sudan which began in 1989.

Rationale for Creating a Special Objective: Since the North presents a complex military, political, social and economic problem, the Mission seeks approval of a Special Objective which will: 1) provide an appropriate focus for integrated efforts to address the problem and, 2) avoid placing activities within existing SOs since ubiquitous regional instability makes the prospect for achieving results more challenging because carrying out normal development activities is either extremely difficult or impossible. Without a Special Objective, The Mission will be forced to consider staying out of the region and avoid a very real development challenge because of substantially enhanced risks of impeding progress in existing SOs.

USAID/Uganda's strategy is to assist in the reintegration of the North into the national economy and improve the standard of living, with a focus on increasing agricultural production for direct consumption and export, and stabilizing peace through economic revitalization. These activities will compliment the political dimension of securing peace in the North and will be integrated into the overall US Mission policy as defined and managed by the Ambassador.

A. The North - Historical Perspective

The northern region, comprising some 10 districts, is divided into four areas with distinct problems. These areas are referred to herein as the West Nile, Gulu/Kitgum, and Karamoja (the core districts); and Lira/Apac (border districts).

Historically, West Nile and Gulu\Kitgum furnished the majority of soldiers in both the colonial and post-colonial regimes. West Nile has served as a major agricultural producer while Gulu\Kitgum's lack of rainfall lent itself to livestock production. Since both areas furnished the bulk of soldiers in the army, remittances to families were an integral part of the

northern economy. Purges of northern troops were prominent with Amin, and, although Obote relied heavily on Acholi soldiers, they were ultimately defeated by Museveni's National Resistance Army (NRA) which decisively ended the military predominance of northerners.

Gulu\Kitgum: The current conflict took root in 1986, mutating through several phases into The Lord's Resistance Army (LRA), an Acholi secessionist movement. This movement combines religious mysticism with fratricidal retribution directed against the traditional Acholi leadership. At the outset, the LRA enjoyed some popular support, but by 1992 this had largely disappeared and the LRA was increasingly forced to rely on the Sudan for arms and safe areas. Because of alleged NRM support for the Sudanese Peoples Liberation Army (SPLA), Sudan has reportedly retaliated by arming and providing sanctuary for various anti-NRM groups including the LRA.

Angered by the loss of support among their own people, the LRA retaliated by carrying out human rights violations against Acholi civilians which continue to this day. Renewed activities by the LRA include the abduction of children, the destruction of schools and homes, systematic mutilation, and random ambushes and massacres of civilians. The result has led to more than 300,000 internally displaced persons (IDPs) forced to reside in camps, approximately 45% of the population of Gulu/Kitgum. Throughout this period, the Ugandan army (UPDF) has been criticized for failing to adequately protect civilians.

The West Nile: The conflict in the West Nile has been strikingly distinct from the war in Gulu/Kitgum. Differences include its duration, the level of motivation of rebel combatants, its intensity and degree of brutality, the magnitude of casualties and civilian displacement, and its economic impact.

In 1994, in response to Uganda's support of the SPLA in southern Sudan, the West Nile Bank Front (WNBf), supported by Khartoum and based in Sudan and Zaire, began recruiting young people to overthrow the Museveni government. Shortly thereafter, the WNBf began attacking towns along the Uganda/Sudan border, making sporadic incursions deeper into the region. Since early 1997, however, the WNBf's activities have diminished with the overthrow of Mobutu and the reestablishment of the SPLA in southern Sudan. There are an estimated 200,000 Sudanese refugees from the SPLA/Khartoum war in the West Nile area. To some extent, the Sudan-supported Allied Democratic Front (ADF) has replaced the WNBf, although its attacks have been largely concentrated along the western border below the West Nile region.

Karamoja: Comprising a vast area contiguous with Kenya, Karamoja is a related but distinctly different problem, exhibiting both cross-border and internal characteristics so common in many Greater Horn of Africa (GHAf) conflicts. The Karamojong and Kenya's Turkana populations have engaged in wide-spread cattle rustling and retaliatory raids, endangering both populations. Internally, the Karamojong took advantage of the Acholi insecurity in Gulu/Kitgum by systematically looting almost 300,000 head of cattle, thereby depleting the only remaining source of wealth and assuring Acholi economic collapse.

Lira and Apac: Lira and Apac are considered border districts to the North because of their long-standing economic and social ties to the northern people. While they have not suffered the devastation caused by the LRA or WNBf insurgencies, they have been affected by incursions of LRA irregulars, the breakdown in infrastructure and the collapse of economic activities in Gulu/Kitgum. However, most areas of the border districts are engaged in long-term development activities which will help bolster regional stability and create critical

linkages for reintegrating the North into the country's economy.

B. The North - Constraints

Chronic conflict and insecurity are the greatest obstacles to development progress throughout northern Uganda. In addition, food and economic security are limited by three fundamental problems: 1) a very low skills base among both refugees and local community members which contributes to low productivity and impedes the dissemination and adoption of simple improved farming practices i.e., improved seeds and crop production technology, 2) weak or non-existent agricultural support organizations and rural financial services and, 3) poorly developed and inaccessible input and produce markets due to poor transport infrastructure. Moreover, the limited capacities of local institutions and NGOs further constrain management and coordination of development efforts.

While necessary on humanitarian grounds, refugee food aid has been cited by some NGOs and others working in the North as also acting as an impediment to economic rehabilitation and development since the introduction of food aid often depresses locally-grown food prices and inhibits local production. Achieving food security is further jeopardized by the unsustainable uses of local resources. The high concentration of displaced persons and refugees, particularly in Gulu/Kitgum, and West Nile, has contributed to deforestation through increased demand for firewood.

C. The Mission's Strategy for the North

The Mission has devised a three-pronged strategy which will be sequenced or phased, although these different phases may be implemented simultaneously in the same and/or different areas depending on local security conditions.

The three phases are as follows:

Phase 1. Emergency Relief

Phase 2. Transitional Activities

Phase 3. Sustainable Development (the integration of the Mission's Country Strategic Plan throughout the region)

Coordination: Coordination is extensive and time-consuming, requiring careful planning and execution. Both local and regional political initiatives and alliances have to be carefully considered at the policy level while the operating level requires contacts with a variety of organizations, both international and local. The Mission has managed this coordination through three broad approaches: 1) Emergency relief is managed at the SO level, with SO 1 taking the lead in coordination among the GOU, other donors, and NGOs operating in the North, 2) Transitional activities are coordinated at the operational level through two SO teams (SO 1 and SO 5) depending on the sector, and at the policy level by an inter-agency working group and mission management's participation with the donor working group and, 3) Sustainable development is managed operationally by the individual sectoral SO teams who coordinate with the GOU, NGOs, and donors within their sectors while at the policy level, the Mission confers with the GOU and the donor working group. In addition to the interagency approach in working with State, this approach is intra-bureau as well, relying on the Global Bureau (Center for Economic Growth; Center for Population, Health, and Nutrition, among others) and the Bureau for Humanitarian Relief in all three phases of its strategy.

Phase 1 - Emergency Relief: With the influx of refugees and the growing number of IDPs during the past decade, USAID has provided emergency food aid and funded emergency

interventions in agriculture (seeds and tools), water (well/borehole drilling), and health and sanitation for the refugee and IDP camps. Local populations have access to the services provided in the camps.

Phase 2 - Transitional Activities: During FY 1997, the Mission began two major transitional initiatives directly linked to the broader GHAI: 1) The Northern Uganda Food Security (NUFS) activity and, 2) a comprehensive assessment of the North outlining a combined political/development approach which would result in an infrastructural rehabilitation/employment generation activity referred to herein as the Northern Uganda Economic Revitalization (NUER) activity.

NUFS is a five-year, \$5 million program designed to accelerate the transition from relief assistance to sustainable development for all food insecure populations. Its purpose is to increase agricultural productivity in the northern region by increasing the availability of agricultural inputs to refugees and local farmers, improving marketing opportunities for agricultural surpluses, improving skills in agricultural production, post-harvest handling, and marketing, and building institutional capacity to link relief and development assistance.

Current NUFS activities include providing seeds (including disease-resistant varieties) and tools, introducing income-generating opportunities such as sunflower processing; developing local capacity for production and marketing in more secure areas, and linking farming cooperatives with markets. NUFS includes the border districts (Lira and Apac) within its scope because of their importance in providing access to the North and their historical and cultural ties to the region. Strengthening the economic, political, and social institutions of the border districts will greatly benefit the core North when peace arrives and sustainable development programs can begin.

The NUER activity is a direct response to one of the recommendations arising from "The Anguish of Northern Uganda", an assessment of the region financed by USAID in 1997. The report examines the causes of conflict in northern Uganda and makes recommendations based on that analysis. NUER incorporates sequenced development activities designed to infuse cash into the local economy through labor-intensive interventions aimed at rehabilitation of infrastructure. Its implementation is directly dependent on political developments affecting the North and must be coordinated with broader US Mission policies and perspectives.

Given these complexities, responsibility for directing the overall implementation of this activity will lie within the direct purview of the Ambassador with USAID implementing the activity at the operational level. NUER's innovations include: 1) a reliance on existing Mission programs, such as SO 1 which has allowed continued access to rural banking facilities in the North despite the current insecurity and, 2) direct Mission involvement in implementation (through a few strategic PSC positions) to free up 75% of the estimated budget (\$5.2 million) to support the creation of 72,000 person-months of temporary employment for an estimated 15,000 participants. Interventions for the temporary employment are currently being designed, but will include rehabilitating rural roads and valley and rivers dams built in the 1950s by the British; and may also include school and health center reconstruction. This type of activity offers the flexibility to shift, expand, or contract interventions depending on opportunities and/or constraints, and lends itself easily to donor coordination and donor co-financing of interventions, providing maximum impact for limited funding. NUER, along with the expansion of NUFS, will provide the basis for consolidating stability by building confidence in the future through tangible evidence of the benefits of peace. While NUFS encompasses both transitional and long-term development interventions, NUER is being expressly designed as a purely transitional activity with a

limited life span.

GHAI resources have been integral to performance-to-date in the transitions phase of Mission activities in the North, particularly in the areas of food security and conflict resolution. The activities funded by GHAI (seed money for NUFS and the coordinator for northern food security/conflict resolution) have resulted in the design of our program for the North as well as grants that have improved food security for Northerners. Further related to GHAI and promoting the conflict-resolution principle of the GHAI, the Mission has used other resources (i.e., non-GHAI resources) to sponsor a peace meeting between the Karamojong of Uganda and the Turkana of Kenya. The result of this meeting is increased dialogue between the parties, an important first step in resolving the conflict. (See SO 2 narrative for further GHAI results.)

Phase 3 - Sustainable Development: The Mission supports sustainable development activities on a limited basis in targeted areas of the North, even in the present period of instability. For example, extensive educational activities from the Mission's existing portfolio have been ongoing since 1993 in Gulu District. Obviously, full inclusion of northern Uganda in the Mission's development portfolio will require the return of relative peace and internal security to achieve maximum impact. As areas achieve a certain degree of lasting stability, the Mission will expand all five SO programs in accordance with the five-year Country Strategy Statement.

D. Other Donor Activities: Most of the donors in the North are currently focused on emergency relief activities. In general, donor assistance in non-emergency activities is focused in the health and education sectors, and in improving food security and agricultural production for displaced persons and refugees. Emergency and transition-related assistance in the core North includes: 1) rehabilitating infrastructure, such as improving roads and building schools and health centers for refugees, 2) improving water and sanitation and, 3) providing seeds and tools, tents, blankets, food aid, and immunizations for Sudanese refugees and IDPs. All donors and NGOs have indicated that the prevailing regional insecurity is the greatest constraint to increasing activities in the North. Donor collaboration on activities targeting the North will continue.

E. Resources: In order to carry out the transitional activities indicated herein, the Mission has requested an additional \$5.2 million to initiate the planned Phase 2 (NUER) activity to combine infrastructural rehabilitation (primarily road) with cash infusion. As time will be of the essence, at least \$600,000 of the total amount should be subject to "not withstanding authority" in order to maximize its effectiveness. In addition, the Mission will request a 90 day turnaround of vouchers under this activity, and the authority to make initial purchases (estimated not to exceed \$200,000) outside the USA and host country if necessary.

In addition to its own resources, the Mission anticipates \$2.25 million in GHAI funding for activities in northern Uganda.

It should also be noted that if the expansion of development activities throughout the North becomes feasible, the Mission will carefully weigh the rate of expansion against its likely impact on achieving results associated with ongoing programs. Finally, the Mission will request three additional PSCs for a limited time-frame should the opportunity arise to rapidly expand transitional activities.

Special Objective Performance Data Table

OBJECTIVE: Special Objective: Reintegration of Northern Uganda APPROVED: COUNTRY/ORGANIZATION: Uganda/USAID			
RESULT NAME: SPO			
INDICATOR: Average rural household monthly expenditure in the North			
UNIT OF MEASURE: Uganda shillings SOURCE: Ministry of Planning and Economic Development, National Household Survey INDICATOR DESCRIPTION: Percentage increase in average monthly expenditures for households in the North. COMMENTS: Actual figures in Uganda shillings. However, percentages are given for future years for comparative purposes. National data is not available for increases in income, therefore, household expenditure is used as a proxy for income.	YEAR	PLANNED	ACTUAL
	1996 (B)		51,456
	1997		57,900 (12.5%)
	1998	8%	
	1999	10%	
	2000	10%	

ENVIRONMENTAL COMPLIANCE

Issues: Initial Environmental Examinations (IEEs) are currently in force for all relevant USAID/Uganda activities. The Mission Environmental Officer (MEO) will conduct a portfolio review to ensure that the mission's activities are in compliance with Regulation 216. MEO expects that no substantial issues will arise from the portfolio review.

Activities: In November 1997 USAID/Uganda hired a PSC MEO who will oversee compliance with Regulation 216. A TDY by the REDSO Regional Environmental Advisor helped to establish the MEO's 1998 Work Plan which includes: 1) COBS (SO 2)-continue to review environmental documentation submitted by potential grant recipients, and conduct compliance inspections of grants that have been funded. Due to the typically minimal environmental impacts of the grants, MEO expects to handle environmental reviews within the Mission and not require any submittal to AFR/BEO; 2) PRESTO (SO 1)-work with the project implementor to incorporate environmental considerations into the Subsector Technology Innovation Grant (STIG) activity. Depending on the specific grants proposed for funding, an amended IEE may be submitted to the BEO; 3) IDEA (SO 1)-ensure that ongoing activities are in compliance with Environmental Impact Reviews and other environmental documentation developed for IDEA activities. This may require submitting an amended IEE to the BEO; 4) NUFS (SO 1)-The IEE was approved prior to the approval of grants, and therefore, a categorical exclusion, negative determination, and deferral were granted. MEO will submit an amended IEE to resolve the deferral; 5) Title II activities-assist the Mission and cooperating sponsors to incorporate the Agency's environmental review requirements into Title II activities. This will require ongoing coordination with BHR/BEO and AFR/BEO. Africare, ACDI/VOCA, and World Vision are the Mission's Title II recipients, and they have staff who have received or are scheduled to receive Title II environmental review training; and 6) Water Hyacinth EIS-continue to assist, as necessary, in the development and review of additional documentation for the EIS. This will require the continued support of the AFR/BEO.

PART III: STATUS OF THE MANAGEMENT CONTRACT

USAID/Uganda proposes the following changes in its management contract: 1) The approval of the Special Objective (SPO) which reflects the Mission's integrated strategy for dealing with the insurrection in northern Uganda; 2) The creation of special IRs to the SPO; and 3) Three additional PSCs and limited exceptions to Agency regulations to allow rapid procurement and facilitate payment. These would be applied only if/when circumstances allow the authorization of a results package aimed at transitional activities as indicated within the SPO. The Mission expects to have a design in place which can be activated into a results package as soon as security and funding permit.

Otherwise, the management contract has made only minor changes in indicators which are mentioned in the respective narratives for each SO. SO 5 still lacks indicators because of the lag time in starting activities (it was approved just over one year ago). Design activities for results packages are under way and the narrative mentions probable activities which will serve as the basis for establishing baseline and progress indicators. The mission expects to have contracts/grants in place no later than ninety days (on/about June 1, 1998) which will lead to full implementation of the SO.

**FY 2000 RESULTS REVIEW
AND RESOURCE REQUEST**

USAID/UGANDA

March 1998

**SECTION B
RESOURCE REQUEST**

RESOURCE REQUEST

PART IV. NARRATIVE

IV.1 FINANCIAL PLAN

See FY 1998-2000 budget tables, three pages behind narratives.

(Lotus File: --\pf-21617.wk4)

IV.2. PRIORITIZATION OF OBJECTIVES

The Mission's Strategy is purposely inter-related and therefore ranking objectives is not a worthwhile process. While economic growth is the linchpin of the overall strategy, it is based on increasing key social sector indicators which are necessary conditions for its sustained achievement. Controlling HIV/AIDs and improving children's health directly relate to sustaining widespread economic growth. For example, the AIDS pandemic has a direct causal link to critical labor shortages and constraints on disposable income as families deal with non-productive members and an influx of orphaned relatives. These phenomena which constrain family-unit disposable income, in turn, directly impact levels of nutrition and access to education. Environmental issues also directly relate to sustained broad economic growth both in terms of producing income (eco-tourism) and in protecting natural resources for effective exploitation. In addition, Uganda's environmental program directly targets key endangered species, namely the mountain gorilla and chimpanzee populations. Access to education is a condition precedent to broad economic growth and also directly impacts social indicators such as nutrition, income level and child spacing. All available data indicate that a key factor in launching successful national economies is creating a critical mass of people who have completed basic education. This is the basis for Uganda's education SO. Finally, stability, a pre-requisite to economic prosperity, is enhanced by a predictable legal framework and meaningful political participation, both of which are subsumed within the Mission's DG SO.

The Mission is not simply dodging this issue. It has consciously and consistently linked SOs into a comprehensive strategy to increase results through useful synergies. These linkages are referenced throughout the various SO narratives. Therefore, any reductions within SOs would be budget-driven by funding category and not by relative priority or ranking done at the Mission level. In order to comply with this section, the Mission has requested SO teams to list which IRs would be targeted first and the potential affects. These are as follows:

SO-1: SO 1 would probably elect to reduce investments in Trade and Investment, specifically, in improving the enabling environment for business development. Further cuts would have to focus on limiting expansion of financial services into rural areas, revising the targets downwards. Restricting financial services will reduce results in agriculture, particularly in production and export markets.

SO-2: SO 2, rather than dropping a discreet result, would elect to reduce impact more-or-less evenly across all IRs. That is, SO 2 would restrict activities to fewer ecosystems, meaning dropping one or several critical areas (for example, Bwindi, Kibale, Lake Victoria, Rwenzori) from the portfolio.

SO-3: SO 3 is an integrated approach to increase access to quality basic education. Since it would no longer be feasible if sections were reduced or deleted, the SO would elect to reduce results across the board, probably by restricting geographical coverage, the extent being

determined by the available budget. This would impact absolute numbers and overall percentages of children having access to quality basic education.

SO-4: SO 4 would first have to reduce efforts in the sustainability of reproductive/maternal/child health services, and if forced, would then consider reducing the availability of reproductive/maternal/child health services. Whether existing services would be reduced or the program would fail to expand into additional districts would depend on the size and nature of budget reductions.

SO-5: SO 5 would be driven by overall Mission demands (Embassy input) and would probably elect to reduce or completely omit work with decentralization. This profoundly affects the achievement of all other SOs since all GOU operations are being turned over to 45 districts, directly affecting the impact of USAID's interventions. However, it is assumed that the overall USG Mission priority would be to strengthen parliament, given that national elections are scheduled for 2000 and the issues of political parties and the role of parliament are more immediate than the issue of decentralization since the former addresses an underlying prerequisite for the expansion of democracy while the latter is a means for expanding participation. However, it should be noted that the success or failure of decentralization and the delivery of services has the potential to dramatically affect the evolution of political power and endanger any short-term gains made in expanding choices at the national level.

IV.3. LINKAGE WITH CENTRALLY FUNDED MECHANISMS

Field Support. The Global Bureau's field support programs contribute directly to the achievement of SOs 3 and 4. Under SO 3, Global Bureau contributions are part of the overall process of moving toward the objective of quality basic education for an increased percentage of Ugandan children. The activity funded with Global resources contributes directly to the effectiveness of primary education, and thus contributes to all the results.

Support from centrally funded G/PHN projects contributes substantially to attaining the Mission's objectives under SO 4. Global Bureau projects are part and parcel of the PHN portfolio, and without this support, the attainment of all major IRs and of the SO itself would be severely compromised. Field-support funding is used to compliment bilateral activity related to training; information, communication and education (IE&C); monitoring and evaluation; and contraceptive social marketing. These are implemented by the University of North Carolina's Program for International Training in Health, Johns Hopkins University's Center for Communications Programs, Pathfinder International, and the Futures Group, respectively. In addition, the SEATS Project is being used to expand USAID's emphasis on private-sector midwives, all USAID-funded contraceptives are procured through central mechanisms, and the USAID-supported CARE program enables the expansion of activities funded under the bilateral DISH activity into three additional districts. The MEASURE RP (previously Evaluation Project) has, in coordination with Pathfinder, been instrumental in helping the Mission collect and analyze data on a number of SO 4 indicators, in addition to helping it establish those indicators in the first place. Funding provided by AFR/SD to the Linkages Project has enabled the Mission to expand the focus of training and IE&C activity to include more maternal and infant nutrition. Core funding from the Quality Assurance (QA) Project permitted an assessment of USAID-supported supervision activities in 1997, and field support money will be provided to QA to follow up on this activity in 1998. Also, core funds from PRIME will be utilized in 1998 to expand the training program by including a pilot activity in post-abortion care.

Title II (Development). Title II (development) resources contribute substantially to SO 1, feeding into the 3 IRs. Agricultural Cooperative Development International (ACDI's) 1997-2001 Title II activity contributes directly to SO 1 and the objectives of the Greater Horn of Africa Initiative. ACDI will continue to assist in the restructuring and recapitalization of the Cooperative Bank, thereby contributing to IR 1.1, increasing use of financial services by rural households. A stronger rural sector bank offering more services to more people will greatly enhance on and off-farm productive capacity. Activities to improve the production and marketing of basic foods, primarily maize, beans, edible oil and cassava, will be carried out in collaboration with other Mission activities under IRs 1.2, increased non-traditional agricultural exports, and 1.3, increased production of selected food products. Title II local currency will also fund improvement to rural infrastructure, principally feeder roads, and targeted food security proposals that build on any of the above increases in production and marketing and enhance the food security of an identified "at-risk" population. The feeder road activity would not otherwise be funded if Title II resources were not available. SO-level impact will

be significantly reduced without the planned-for Title II resources. Africare and World Food Program Monetization Program both contribute to food security, SO 1.

Title II (Emergency). Title II (Emergency) resources contribute substantially to the SPO, reintegration of the North. WFP is the major contributor to Ugandan refugee and IDP community food security needs. A new program with World Vision directly addresses northern Uganda food security needs and indirectly promotes security through limited economic development, community-group empowerment, and food production and marketing efforts.

IV.4. WORKFORCE AND OE REQUIREMENTS

WORKFORCE: USAID/Uganda's Workforce Request numbers reflect optimal levels for effective management of this priority, extremely effective program. To remain within target OE funding boundaries, we will be forced to eliminate a USDH position (the 3rd such elimination in 2 years) and to cancel our request for an IDI in the health area. Early unplanned departure of our incumbent PDO and a pool of locally available talent enables a relatively painless choice to delete (at least for the near term) the PDO USDH position and replace it with a locally-recruited USPSC. "Relatively" painless, of course, means just that: a locally-recruited USPSC, however talented, will be inexperienced/untrained in USAID policies and procedures and vulnerability will necessarily ensue. Given that locally-recruited USPSCs are normally spouses of personnel assigned for limited terms, this solution is also short-term by nature. The issue of the IDI is more complex. Uganda is a high-priority Mission with a large and effective program in the health area. This, plus the presence at post of skilled senior officers to provide crucial mentorship, offers a unique training experience for incoming career officers. Unfortunately, our enthusiasm for contributing to the future of the Agency does not pay the bills, and IDI on-the-job training in Uganda will be sacrificed to budget exigencies. (Please note that the IDI is not included in any of the workforce tables because IDIs are not charged to Mission workforce allocations; however, support costs for the IDI are included in the request budget numbers, excluded from the target numbers.)

The only other major change to workforce is the addition of 3 program-funded USPSC positions for the NUER. Planning for this activity is based on a widely successful model from another region, which found that USPSC implementation is much more manageable and flexible in conflict-stricken regions. This program addresses not only Uganda priority objectives but also regional and conflict-resolution issues, fully justifying the increase in USPSC levels.

FUNDING: The OE funding requests for FYs 1999 and 2000 represent respective increases of 10.2% and 10.5% over straight-lined FY 1998 levels. At these request levels, we can fully fund and adequately equip the workforce needed for effective portfolio management. Inflation is estimated at 5% on dollar costs and 10% on local costs (except for FSN payroll, which historically increases at higher than average inflation rates). Cost increases other than inflationary adjustments are obviously minimal, are attributable to budgeting replacement USDH at "standard" family sizes, and to the urgency of resuming normal procurement cycles for both expendable and non-expendable property, and are offset by cost-savings measures already implemented. Local ICASS service provider estimates for services to OE-funded staff are higher than the guidance levels; cost savings analyses by the provider do not yet indicate major savings in any of our participation areas. Both our target and our request budgets allow for full payment at the locally estimated amounts for services to OE-funded staff in the event that cost savings in these subscribed services do not materialize within the time frame of this budget.

Target levels are reached by forced savings in following categories:

	FY 1999	FY 2000
Elimination of USDH/PDO	\$143,900	\$131,400
Cancellation of IDI request	64,800	114,200
Reductions in operational travel	101,500	111,300
Reductions in planned procurement/NXP	94,200	100,300
Reductions in planned procurement/supplies	68,600	29,800

As noted above, the elimination of the USDH/PDO position is a short-term solution and the value of this approach vs. a reduction of our portfolio will have to be reassessed during the next year as vulnerabilities become apparent and the budget outlook for FYs 2000 and beyond becomes clearer. Unhappily, the costs of hosting an IDI would require unacceptable cuts to USDH positions and/or to the program itself; the diversity and flexibility of our successful program relies on thorough oversight/management by experienced staff, particularly when that staff is so limited in size.

Savings in operational travel include reducing training travel and conference, seminar, and meeting travel by 1/2 each. This is do-able, but it adversely impacts staff quality and adequacy; the enormous changes taking place in the Agency and the USG as a whole demand that staff be up-to-the-minute on policies and procedures. In the absence of such opportunities to grow and change, vulnerability of management increases. Even reduced by 1/2, planned training for FY 99 exceeds FY 98 actual training; USAID/W postponement of (and delayed re-design of) needed courses has pushed most of our FY 98 planned training to FYs 99 and 2000.

This Mission, like so many others, has historically given up procurement as an easy fix to budget crunches. The impact of this short-term approach is now hitting. Of our vehicle fleet of 22, 14 vehicles have already accumulated more than double the mileage at which replacement is mandated. Repair/maintenance costs are growing exponentially; vehicle down-time is detracting from oversight capability. We MUST replace vehicles beginning immediately. Nor can we predict what ADP hardware changes will be dictated by NMS and Y2K (Year 2000) issues. Forced savings in this category are limited by these realities to mostly residential furnishings/fixtures, and stringent restrictions on expendable supply procurement: again a short-term solution. Morale, despite the satisfactions of a highly successful program, will likely sink in the face of RIFs (both USDH and FSN) and declining equipment/supply resources which affect both the work and home environment.

TRUST FUNDS: This whole scenario is heavily dependent upon the continuing availability of trust funds for OE budget support. USAID/Uganda does not have trust fund reserves; in fact, some of the resources available on paper have been received in advance of the qualifying NPA dollar releases and are not usable unless/until the disbursements are executed. NPA is receiving serious scrutiny (not generally favorable) in Washington, and should any of our projected NPA obligations/disbursements fail to materialize as a result of changes in NPA policy, we face an IMMEDIATE 20% budgetary shortfall. Prospects for receiving equivalent dollar-appropriated allowances being estimated at somewhere between none and little, the

impact on our viability would be devastating.

ICASS/PROGRAM: Program ICASS projections by the Service Provider far exceed the suggested levels in USAIDW guidance and far exceed what USAID/Uganda can absorb under our program monies. We have indicated the projections, as instructed, on the OE tables; efforts are ongoing to reach consensus with the Provider on who can be provided what services and at what point those services are priced out of the market for eligible participants.

SUMMARY: USAID/Uganda has opted, once again, to take our budget cuts on the support side of the equation. We are, however, approaching the nadir. Further reductions to OE funding will necessitate extremely difficult choices in terms of deleting components within a proven successful, internationally renowned, program.

TABLES: (Lotus 1-2-3, v.4, Worksheets)

1. Budget Tables: Program Funding, FY 2000, 1999, 1998;
File: -- \pf-21617.wk4
2. Field Support Funding (Global): FY 1998-2000 (one page);
File: -- \fs-21617.wk4
3. Workforce Tables: FY 1998-2001 (five pages); File: -- \wf-21617.wk4
4. Trust and FSN Separation Funds (one page); File: -- \fn-21617.wk4
5. Operating Expenses (six pages); File: -- \oe-21617.wk4

USAID FY 2000 BUDGET REQUEST BY PROGRAM/COUNTRY

06-Aug-98
07:56 AMCountry/Program: UGANDA
Scenario: Base Level

S.O. # , Title				FY 2000															
SO01: Increased Rural Household Incomes																			
	DA	Bilateral	25,443	14,600		8,000	6,600							13,000	165,000	14,000	2,001		
		Field Spt		0															
		Total	25,443	14,600	0		6,600	0	0	0	0	0	0			14,000			
SO01: Increased Rural Household Incomes																			
	Title II	Bilateral	1,060	6,400										6,400	29,723	7,180	2,001		
		Field Spt		0															
		Total	1,060	6,400	0		0	0	0	0	0	0	0	6,400	29,723	7,180			
SO02: Critical Ecosystems Conserved to sustain Biological Diversity and to enhance Benefits to Society.																			
	DA	Bilateral	4,885	9,400								9,400		7,000	30,000	11,971	2,001		
		Field Spt		0															
		Total	4,885	9,400	0		0	0	0	0	0	9,400	0			11,971			
SO03: Quality Basic Education for an Increased percentage of Ugandan Children																			
	DA	Bilateral	10,590	10,000	10,000									10,000	108,000	11,000	2,001		
		Field Spt		0												0			
		Total	10,590	10,000	10,000		0	0	0	0	0	0	0			11,000			
SO04: Increased Service Utilization and Changed Behaviors related to Reproductive, Maternal and Child Health in Selected Districts.																			
	DA	Bilateral	12,002	8,759			2,477	1,974		2,799		0		9,255	70,000	11,964	2,001		
		Field Spt	2,702	7,951			3,923	1,826		2,201				7,862	32,000	(8,128)			
		Total	14,704	16,710	0		6,400	3,800		5,000	0	0	0	17,117	102,000	3,836			
SO05: Civic Pluralism Expanded and Constitutional Checks and Balances Implemented.																			
	DA	Bilateral	2,750	3,000									3,000	1,800	10,000	2,700	2,001		
		Field Spt		0															
		Total	2,750	3,000	0		0	0	0	0	0	0	3,000	1,800		2,700			
Total Bilateral			55,670	45,759	10,000	8,000	6,600	2,477	1,974	0	2,799	0*	9,400*	3,000	47,455	412,723	51,635		
Total Field Support			2,702	7,951	0	0	0	3,923	1,826	0	2,201	0*	0*	0	7,862	32,000	(8,128)		
TOTAL PROGRAM			58,372	53,710	10,000	0	6,600	6,400	3,800	0	5,000	0*	9,400*	3,000	18,917	102,000	43,507		

FY 2000 Request Sector Totals -- DA		
Econ Growth		14,600
[Of which Microenterpris		5,600
HCD		
PHN		16,710
Environment		9,400
[Of which Biodiversity]		9,400
Democracy		3,000
Humanitarian		0

FY 2000 Request Sector Totals -- ESF		
Econ Growth		0
[Of which Microenterprise]		0
HCD		
PHN		0
Environment		0
[Of which Biodiversity]		0
Democracy		0
Humanitarian		0

FY 2001 Target Program Level 50,000
FY 2002 Target Program Level 52,000
FY 2003 Target Program Level 52,000

0 Due to an Administrative error, scheduled funding FY98 for SO 2(Env) of Dollars 6300 was not allocated.
0 We anticipate an allowance of Dollars 1000 in FY 98 and the remainder to be spread over two years.
0 FY 99-2,650 and FY 2000- 2,650. This will be in addition to the already established FY 99 Controls
and FY 2000 Projections for SO2.

USAID FY 1999 Budget Request by Program/Country

06-Aug-98
07:56 AMCountry/Program: UGANDA
Scenario: Base Level

S.O. # , Title				FY 1999															Future Cost (POST 2000)	Year of Final Oblig.
Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 98	Estimated Total	Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G	Est. Expend. FY 99	Est. Total Cost life of SO					
SO01: Increased Rural Household Incomes.																				
DA	Bilateral Field Spt	23,843	14,500 0		7,000	7,500								12,000	165,000	14,000	2,001			
Total		23,843	14,500	0		7,500	0	0		0	0	0	0			14,000				
SO01: Increased Rural Household Incomes																				
Title II	Bilateral Field Spt	1,027	5,283 0									8,650		5,250	29,723	7,180	2,001			
Total		1,027	5,283	0		0	0	0		0	0		0	5,250	29,723	7,180				
SO02: Critical Ecosystems Conserved to sustain Biological Diversity and to Enhance benefits to Society.																				
DA	Bilateral Field Spt	3,485	8,400									8,400		7,000	30,000	11,971	2,001			
Total		3,485	8,400	0		0	0	0		0	0	8,400	0			11,971				
SO03: Quality Basic Education for an Increased percentage of Ugandan Children.																				
DA	Bilateral Field Spt	13,800	8,790 0	8,790										12,000	108,000	11,000 0	2,001			
Total		13,800	8,790	8,790		0	0	0		0	0	0	0			11,000				
SO04: Increased Service Utilization and Changed Behaviors related to Reproductive , Maternal and Child Health in selected Districts.																				
DA	Bilateral Field Spt	13,306 2,613	8,450 8,260				2,477 3,923	1,673 1,627	0 0	3,800 2,210	500 500	0 0		9,255 7,862	70,000 32,000	11,964 (8,128)	2,001			
Total		15,919	16,710	0		0	6,400	3,300	0	6,010	1,000	0	0	17,117	102,000	3,836				
SO05: Civic Pluralism Expanded and Constitutional Checks and Balances Implemented.																				
DA	Bilateral Field Spt	2,250	2,300 0										2,300	1,800	10,000	2,700	2,001			
Total		2,250	2,300	0		0	0	0		0	0	0	2,300			2,700				
Total Bilateral		56,684	42,440	*	8,790	7,000	7,500	2,477	1,673	3,800	500	*	8,400	*	2,300	47,305	412,723	51,635		
Total Field Support		2,613	8,260	*	0	0	0	3,923	1,627	2,210	500	*	0	*	0	7,862	32,000	(8,128)		
TOTAL PROGRAM		59,297	50,700	*	8,790	0	7,500	6,400	3,300	6,010	1,000	*	8,400	*	2,300	17,117	102,000	43,507		

FY 1999 Request Sector Totals -- DA	
Econ Growth	14,500
[Of which Microenterpris	6,500
HCD	0
PHN	16,710
Environment	8,400
[Of which Biodiversity]	8,400
Democracy	2,300
Humanitarian	0

FY 1999 Request Sector Totals -- ESF	
Econ Growth	0
[Of which Microenterprise]	0
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	0
Democracy	0
Humanitarian	0

FY 2001 Target Program Level 50,000
 FY 2002 Target Program Level 52,000
 FY 2003 Target Program Level 52,000
 Due to an Administrative error, scheduled funding FY98 for SO 2(Env) of Dollars 6300 was not allocated.
 We anticipate an allowance of Dollars 1000 in FY 98 and the remainder to be spread over two years.
 FY 99-2,650 and FY 2000- 2,650 this will be in addition to the already established FY 99 Controls and FY 2000 Projections for SO2.

USAID FY 1998 Budget Request by Program/Country

06-Aug-98

Country Program: UGANDA
Scenario: Base Level

S.O. # , Title				Estimated Total	FY 1998													Future Cost (POST 2000)	Year of Final Oblig.
Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 97	Basic Education		Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G	Est. Expend. FY 98	Est. Total Cost life of SO				
SO01: Increased Rural Household Incomes																			
DA	Bilateral Field Spt	21,243	16,000		8,750	7,250								14,000	165,000	14,000	2,001		
Total		21,243	16,000	0		7,250	0	0		0	0	0	0			14,000			
SO01: Increased Rural Household Incomes																			
Title II	Bilateral Field Spt	700	5,610											5,283	29,723	7,180	2,001		
Total		700	5,610	0		0	0	0		0	0	0	0	5,283	29,723	7,180			
SO02: Critical Ecosystems Conserved to sustain Biological Diversity and to enhance Benefits to Society																			
DA	Bilateral Field Spt	9,485	1,000									1,000		7,000	30,000	11,971	2,001		
Total		9,485	1,000	0		0	0	0		0	0	1,000	0			11,971			
SO03: Quality Basic Education for an Increased percentage of Ugandan Children																			
DA	Bilateral Field Spt	17,000	9,140	9,140										12,340	108,000	11,000	2,001		
Total		17,000	9,140	9,140		0	0	0		0	0	0	0			11,000			
SO04: Increased Service Utilization and Changed Behaviors related to Reproductive, Maternal and Child Health in selected Districts.																			
DA	Bilateral Field Spt	12,621	10,078				3,334	3,235	0	3,035	474	0		9,393	70,000	11,964	2,001		
		1,321	7,496				2,566	2,565	0	1,865	500			6,204	32,000	(8,128)			
Total		13,942	17,574	0		0	5,900	5,800		4,900	974	0	0	15,597	102,000	3,836			
SO05: Civic Pluralism Expanded and Constitutional Checks and Balances Implemented.																			
DA	Bilateral Field Spt	1,450	2,000										2,000	1,200	10,000	2,700	2,001		
Total		1,450	2,000	0		0	0	0		0	0	0	2,000			2,700			
Total Bilateral			61,799	38,218		7,250					474	1,000	2,000	49,216	412,723	51,635			
Total Field Support			1,321	7,496		0					500	0	0	6,204	32,000	(8,128)			
TOTAL PROGRAM			63,120	45,714		7,250					974	1,000	2,000	55,420	444,723	43,507			

FY 1998 Request Sector Totals -- DA	
Econ Growth	16,000
[Of which Microenterpris	6,250
HCD	0
PHN	17,574
Environment	1,000
[Of which Biodiversity]	1,000
Democracy	2,000
Humanitarian	0

FY 1998 Request Sector Totals -- ESF	
Econ Growth	0
[Of which Microenterprise	0
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	0
Democracy	0
Humanitarian	0

FY 2001 Target Program Level 50,000
FY 2002 Target Program Level 52,000
FY 2003 Target Program Level 52,000

NOTES. (These figures are expressed in 000s)
0 Due to an Administrative error, scheduled funding FY 98 for SO 2(Env) of Dollars 6300 was not allocated.
0 We anticipate an allowance of Dollars 1000 in FY 98 and the remainder to be spread over two years.
[] FY 99- 2,650 and FY 2000- 2,650. This will be in addition to the already established FY 99 Controls and FY 2000 Projections for SO2.

(-\pf-21617.wk4 :98)

USAID/Uganda is interested in accessing the Trade and Investment funds, and is submitting a Request for FY 98, FY 99, and FY 2000 as follows.
FY 98 3500 FY99 3500 FY2000 3500

GLOBAL FIELD SUPPORT

Objective Name	Field Support: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)					
				FY 1998 Obligated by:		FY 1999 Obligated by:		FY 2000 Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau
SO3 Basic Education for an increased percentage of Ugandan Children	936-5836 IEQ-	High	2 Years (1997-99)	400		400		400	
SO 4 Increased Service Utilization and changed behaviors Related to Reproductive/maternal and Child Health in Selected Districts	936-3062 - Pathfinder - Family Planning Services	High	6 Years (1997-02)		728		775		1,013
"	936-3062-PATHFINDER-Community Based Reproductive Health	Medium	6 Years (1997-02)		0	0	250		250
"	936-3052 John Hopkins University-Population Communication Services (PCS) - Information, Education and communication support Project	High	6 Years (1997-02)		685		0		495
"	936-3072 - INTRAH, University of North Carolina - Primary Providers' Education and Training in reproductive Health	High	6 Years (1997-02)		705		0		500
"	936-3068 - AVSC - Program for Voluntary and Safe Contraception	Medium	6 Years (1997-02)		259		300		500
"	936-3051 The FUTURES GROUP/SOMARC - Contraceptive Social Marketing	High	2 Years (1997-98)		0		0		0
"	936-3085-COMMERCIAL MARKETS PROJECT	High	3 Years (1999-02)		0		1,500		1,500
"	936-3069-JHPIEGO - Training in Reproductive Health	Medium-Low	6 Years (1997-02)		668		719		719
"	936-3048 SEATS - FP Service Expansion and Technical support	High	5 Years (1998-02)		1,255		0		750
"	936-3058 - CARE - Population and FP Expansion	Medium	6 Years (1997-02)		650		808		1,083
"	Planned-MEASURE-Monitoring and Evaluation	High	6 Years (1997-02)		250		250		250
"	936-5992-QUALITY ASSURANCE	High	5 Years (1998-02)		200		200		200
"	936-3057-CCP - Central Contraceptive Procurement	High	6 Years (1997-02)		2,094		0		1,332
SO5 Civic Pluralism Expanded and Constitutional Checks and Balances Implemented	936-5470 Implementing Policy Change	High	2 Years (1998-00)	1,000		1,000			
"	936-5468 Legislative Strengthening	High	2 Years (1998-00)	1,000		1,000			
GRAND TOTAL 26,089				2,400	7,494	2,400	4,802	400	8,592

* For Priorities use high, medium-high, medium, medium-low, low

Workforce

Org. USAID/UGANDA FY 1998 On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SO 5	SpO 1	SpO 2		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	2		1	1	1			5	2	1	1	1			5	10
Other U.S. Citizens: 1/ OE Internationally Recruited								0							0	0
OE Locally Recruited Program	4	2		2	1			9	1	1	2				4	4
									1						1	10
FSN/TCN Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
FSN/TCN Non-Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited	4	1	1	1	1			8	7	16	45	3			71	79
Program	4	1	1	3				9			12				12	21
Total Staff Levels	14	4	3	7	3	0	0	31	11	18	60	4	0	0	93	124
TAACS								0							0	0
Fellows						1		1							0	1

1/ Excluding TAACS and Fellows
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Workforce

Org. USAID/UGANDA FY 1999 Target On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SO 5	SpO 1	SpO 2		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	2		1	1	1			5	2	1	1	1			5	10
Other U.S. Citizens: 1/ OE Internationally Recruited								0							0	0
OE Locally Recruited								0	1	1	2				4	4
Program	4	2		2	1			9	1						1	10
FSN/TCN Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
FSN/TCN Non-Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited	4	1	1	1	1			8	7	16	45	3			71	79
Program	4	1	1	3				9			12				12	21
Total Staff Levels	14	4	3	7	3	0	0	31	11	18	60	4	0	0	93	124
TAACS								0							0	0
Fellows						1		1							0	1

1/ Excluding TAACS and Fellows

Org. USAID/UGANDA FY 1999 Request On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SO 5	SpO 1	SpO 2		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	2		1	1	1			5	3	1	1	1			6	11
Other U.S. Citizens: 1/ OE Internationally Recruited								0							0	0
OE Locally Recruited								0	1	1	2				4	4
Program	4	2		2	1			9	1						1	10
FSN/TCN Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
FSN/TCN Non-Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited	4	1	1	1	1			8	7	16	45	3			71	79
Program	4	1	1	3				9			12				12	21
Total Staff Levels	14	4	3	7	3	0	0	31	12	18	60	4	0	0	94	125
TAACS								0							0	0
Fellows						1		1							0	1

1/ Excluding TAACS and Fellows

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Workforce

Org. USAID/UGANDA FY 2000 Target On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SO 5	SpO 1	SpO 2		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	2		1	1	1			5	2	1	1	1			5	10
Other U.S. Citizens: 1/ OE Internationally Recruited								0							0	0
OE Locally Recruited Program	4	2		2	1			9	1	1	2				4	4
									1						1	10
FSN/TCN Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
FSN/TCN Non-Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited	4	1	1	1	1			8	7	16	45	3			71	79
Program	4	1	1	3				9			12				12	21
Total Staff Levels	14	4	3	7	3	0	0	31	11	18	60	4	0	0	93	124
TAACS								0							0	0
Fellows								0							0	0

1/ Excluding TAACS and Fellows

Org. USAID/UGANDA FY 2000 Request On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SO 5	SpO 1	SpO 2		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	2		1	1	1			5	3	1	1	1			6	11
Other U.S. Citizens: 1/ OE Internationally Recruited								0							0	0
OE Locally Recruited								0	1	1	2				4	4
Program	4	2		2	1			9	1						1	10
FSN/TCN Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
FSN/TCN Non-Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited	4	1	1	1	1			8	7	16	45	3			71	79
Program	4	1	1	3				9			12				12	21
Total Staff Levels	14	4	3	7	3	0	0	31	12	18	60	4	0	0	94	125
TAACS								0							0	0
Fellows								0							0	0

1/ Excluding TAACS and Fellows

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Workforce

Org. USAID/UGANDA FY 2001 On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SO 5	SpO 1	SpO 2		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	2		1	1	1			5	3	1	1	1			6	11
Other U.S. Citizens: 1/ OE Internationally Recruited								0							0	0
OE Locally Recruited Program	5	2		2	1			10	1	1	2				4	4
FSN/TCN Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
FSN/TCN Non-Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited Program	4	1	1	1	1			8	7	16	45	3			71	79
	4	1	1	3				9			12				12	21
Total Staff Levels	15	4	3	7	3	0	0	32	12	18	60	4	0	0	94	126
TAACS Fellows								0							0	0
								0							0	0

1/ Excluding TAACS and Fellows

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Org. USAID/UGANDA Summary On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SO 5	SpO 1	SpO 2		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
FY 1998:																
U.S. Direct Hire	2	0	1	1	1	0	0	5	2	1	1	1	0	0	5	10
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	8	8	17	47	3	0	0	75	83
Total OE Funded Staf	2	0	1	1	1	0	0	13	10	18	48	4	0	0	80	93
Program Funded	4	2	0	2	1	0	0	18	1	0	12	0	0	0	13	31
Total FY 1998	6	2	1	3	2	0	0	31	11	18	60	4	0	0	93	124

FY 1999 Target:																
U.S. Direct Hire	2	0	1	1	1	0	0	5	2	1	1	1	0	0	5	10
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	4	1	1	1	1	0	0	8	8	17	47	3	0	0	75	83
Total OE Funded Staf	6	1	2	2	2	0	0	13	10	18	48	4	0	0	80	93
Program Funded	8	3	1	5	1	0	0	18	1	0	12	0	0	0	13	31
Total FY 1999 Target	14	4	3	7	3	0	0	31	11	18	60	4	0	0	93	124

FY 1999 Request:																
U.S. Direct Hire	2	0	1	1	1	0	0	5	3	1	1	1	0	0	6	11
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	4	1	1	1	1	0	0	8	8	17	47	3	0	0	75	83
Total OE Funded Staf	6	1	2	2	2	0	0	13	11	18	48	4	0	0	81	94
Program Funded	8	3	1	5	1	0	0	18	1	0	12	0	0	0	13	31
Total FY 1999 Request	14	4	3	7	3	0	0	31	12	18	60	4	0	0	94	125

FY 2000 Target:																
U.S. Direct Hire	2	0	1	1	1	0	0	5	2	1	1	1	0	0	5	10
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	4	1	1	1	1	0	0	8	8	17	47	3	0	0	75	83
Total OE Funded Staf	6	1	2	2	2	0	0	13	10	18	48	4	0	0	80	93
Program Funded	8	3	1	5	1	0	0	18	1	0	12	0	0	0	13	31
Total FY 2000 Target	14	4	3	7	3	0	0	31	11	18	60	4	0	0	93	124

Workforce

FY 2000 Request:																	
U.S. Direct Hire	2	0	1	1	1	0	0	5	3	1	1	1	0	0	6	11	
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
OE Locally Recruited	4	1	1	1	1	0	0	8	8	17	47	3	0	0	75	83	
Total OE Funded Staf	6	1	2	2	2	0	0	13	11	18	48	4	0	0	81	94	
Program Funded	8	3	1	5	1	0	0	18	1	0	12	0	0	0	13	31	
Total FY 2000 Request	14	4	3	7	3	0	0	31	12	18	60	4	0	0	94	125	

FY 2001 Estimate:																	
U.S. Direct Hire	2	0	1	1	1	0	0	5	3	1	1	1	0	0	6	11	
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
OE Locally Recruited	4	1	1	1	1	0	0	8	8	17	47	3	0	0	75	83	
Total OE Funded Staf	6	1	2	2	2	0	0	13	11	18	48	4	0	0	81	94	
Program Funded	9	3	1	5	1	0	0	19	1	0	12	0	0	0	13	32	
Total FY 2001 Estimate	15	4	3	7	3	0	0	32	12	18	60	4	0	0	94	126	

MISSION : USAID/UGANDA

USDH STAFFING REQUIREMENTS BY SKILL CODE

BACKSTOP (BS)	NO. OF USDH EMPLOYEES IN BACKSTOP FY 98	NO. OF USDH EMPLOYEES IN BACKSTOP FY 99	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2000	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2001
01SMG	2	2	2	2
02 Program Off.	1	1	1	1
03 EXO	1	1	1	1
04 Controller	1	1	1	1
05/06/07 Secretary				
10 Agriculture.				
11Economics				
12 GDO	2	2	2	2
12 Democracy				
14 Rural Dev.				
15 Food for Peace				
21 Private Ent.	1	1	1	1
25 Engineering				
40 Environ				
50 Health/Pop.	1	1	1	1
60 Education				
75 Physical Sci.				
85 Legal				
92 Commodity Mgt				
93 Contract Mgt	1	1	1	1
94 PDO		1	1	1
95 IDI	1	1	1	
Other*				
TOTAL	11	12	12	11

*please list occupations covered by other if there are any

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TRUST FUNDS & FSN SEPARATION FUND

Orgno:. 617
Org. Title: USAID/UGANDA

Foreign National Voluntary Separation Account

Action	FY 98			FY 99			FY 2000		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits			0.0			0.0			0.0
Withdrawals			0.0			0.0			0.0

Unfunded Liability (if any)
at the end of each FY.

Local Currency Trust Funds - Regular (\$000s)

	FY 98	FY 99	FY 2000
Balance Start of Year	1,375.1	1,175.1	975.1
Obligations	1,000.0	1,000.0	1,000.0
Deposits	800.0	800.0	800.0
Balance End of Year	1,175.1	975.1	775.1

Exchange Rate(s) Used

Trust Funds in Dollar Equivalents, not in Local Country Equivalents

Local Currency Trust Funds - Real Property (\$000s)

	FY 97	FY 98	FY 99
Balance Start of Year		0.0	0.0
Obligations			
Deposits			
Balance End of Year	0.0	0.0	0.0

Trust Funds in Dollar Equivalents, not in Local Country Equivalents

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Operating Expenses

Org. Title: <u>USAID/UGANDA</u>			Overseas Mission Budgets														
Org. No: <u>617</u>			FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
OC			Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total

Org. Title: <u>USAID/UGANDA</u>			Overseas Mission Budgets														
Org. No: <u>617</u>			FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
OC			Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total

Operating Expenses

Org. Title: USAID/UGANDA		Overseas Mission Budgets														
Org. No: 617		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 11.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0.0			0.0			0.0			0.0			0.0
11.5	FNDH			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	246.1		246.1	246.3		246.3	246.3		246.3	186.7		186.7	186.7		186.7
11.8	FN PSC Salaries	1090.3		1090.3	1371.2		1371.2	1371.2		1371.2	1439.9		1439.9	1439.9		1439.9
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 11.8	1336.4	0.0	1336.4	1617.5	0.0	1617.5	1617.5	0.0	1617.5	1626.6	0.0	1626.6	1626.6	0.0	1626.6
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	142.3		142.3	152.6		152.6	205.4		205.4	157.3		157.3	169.6		169.6
12.1	Cost of Living Allowances	31.5		31.5	30.0		30.0	36.0		36.0	30.0		30.0	36.0		36.0
12.1	Home Service Transfer Allowances			0.0	0.7		0.7	0.7		0.7			0.0			0.0
12.1	Quarters Allowances			0.0			0.0			0.0			0.0			0.0
12.1	Other Misc. USDH Benefits	3.4		3.4	4.0		4.0	4.7		4.7	1.9		1.9	1.9		1.9
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to the FSN Separation Fund - FNDH			0.0			0.0			0.0			0.0			0.0
12.1	Other FNDH Benefits			0.0			0.0			0.0			0.0			0.0
12.1	US PSC Benefits			0.0			0.0			0.0			0.0			0.0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to the FSN Separation Fund - FN PSC			0.0			0.0			0.0			0.0			0.0
12.1	Other FN PSC Benefits	45.0	92.0	137.0	49.5	108.2	157.7	49.5	108.2	157.7	49.5	126.7	176.2	49.5	126.7	176.2
12.1	IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 12.1	222.2	92.0	314.2	236.8	108.2	345.0	296.3	108.2	404.5	238.7	126.7	365.4	257.0	126.7	383.7
13	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	Severance Payments for FNDH			0.0			0.0			0.0			0.0			0.0
13	Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0			0.0
13	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	Severance Payments for FN PSCs			0.0			0.0			0.0			0.0			0.0
13	Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0			0.0

Operating Expenses

Org. Title: <u>USAID/UGANDA</u>		Overseas Mission Budgets														
Org. No: <u>617</u>		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
Subtotal OC 13.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21	Training Travel	40.0		40.0	30.2		30.2	60.4		60.4	32.0		32.0	64.0		64.0
21	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21	Post Assignment Travel - to field	27.8		27.8	54.0		54.0	64.8		64.8	24.0		24.0	24.0		24.0
21	Assignment to Washington Travel	5.4		5.4	9.3		9.3	9.3		9.3			0.0			0.0
21	Home Leave Travel	46.9		46.9	54.3		54.3	60.3		60.3	37.8		37.8	37.8		37.8
21	R & R Travel	73.6		73.6	105.3		105.3	109.2		109.2	85.1		85.1	109.3		109.3
21	Education Travel	3.1		3.1	3.7		3.7	3.7		3.7	4.1		4.1	4.1		4.1
21	Evacuation Travel	55.9		55.9	21.3		21.3	21.3		21.3	24.6		24.6	24.6		24.6
21	Retirement Travel	3.5		3.5			0.0			0.0			0.0			0.0
21	Pre-Employment Invitational Travel			0.0			0.0			0.0			0.0			0.0
21	Other Mandatory/Statutory Travel	12.5		12.5	11.6		11.6	15.3		15.3	13.4		13.4	17.4		17.4
21	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21	Site Visits - Headquarters Personnel	24.1		24.1	14.0		14.0	28.5		28.5	15.4		15.4	31.5		31.5
21	Site Visits - Mission Personnel	34.9		34.9	49.5		49.5	42.0		42.0	55.2		55.2	47.0		47.0
21	Conferences/Seminars/Meetings/Retreats	38.0		38.0	69.5		69.5	133.8		133.8	71.9		71.9	143.3		143.3
21	Assessment Travel			0.0			0.0			0.0			0.0			0.0
21	Impact Evaluation Travel			0.0			0.0			0.0			0.0			0.0
21	Disaster Travel (to respond to specific disasters)			0.0			0.0			0.0			0.0			0.0
21	Recruitment Travel			0.0			0.0			0.0			0.0			0.0
21	Other Operational Travel			0.0			0.0			0.0			0.0			0.0
Subtotal OC 21.0		365.7	0.0	365.7	422.7	0.0	422.7	548.6	0.0	548.6	363.5	0.0	363.5	503.0	0.0	503.0
22	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22	Post assignment freight	180.0		180.0	180.0		180.0	216.0		216.0	76.0		76.0	76.0		76.0
22	Home Leave Freight	43.9		43.9	55.5		55.5	55.5		55.5	54.9		54.9	54.9		54.9
22	Retirement Freight	30.3		30.3			0.0			0.0			0.0			0.0
22	Transportation/Freight for Office Furniture/Equip.	48.5	2.2	50.7	1.0	2.2	3.2	22.3	2.2	24.5	28.5	2.7	31.2	58.5	2.7	61.2
22	Transportation/Freight for Res. Furniture/Equip.	31.1		31.1	26.5		26.5	30.8		30.8	26.5		26.5	34.0		34.0
Subtotal OC 22.0		333.8	2.2	336.0	263.0	2.2	265.2	324.6	2.2	326.8	185.9	2.7	188.6	223.4	2.7	226.1
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	45.0		45.0	45.0		45.0	45.0		45.0	45.0		45.0	45.0		45.0
23.2	Rental Payments to Others - Warehouse Space			0.0			0.0			0.0			0.0			0.0
23.2	Rental Payments to Others - Residences	307.1		307.1	239.6		239.6	287.6		287.6	240.0		240.0	288.0		288.0
Subtotal OC 23.2		352.1	0.0	352.1	284.6	0.0	284.6	332.6	0.0	332.6	285.0	0.0	285.0	333.0	0.0	333.0
23.3	Communications, utilities, and miscellaneous charge	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities		28.7	28.7		31.3	31.3		31.3	31.3		34.5	34.5		34.5	34.5
23.3	Residential Utilities		49.0	49.0		41.3	41.3		49.6	49.6		45.5	45.5		54.5	54.5
23.3	Telephone Costs	111.5	53.2	164.7	32.0	44.4	76.4	56.0	21.4	77.4	33.6	60.1	93.7	58.8	23.6	82.4
23.3	ADP Software Leases			0.0			0.0			0.0			0.0			0.0

Operating Expenses

Org. Title: USAID/UGANDA		Overseas Mission Budgets														
Org. No: 617		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
23.3	ADP Hardware Lease			0.0			0.0			0.0			0.0			0.0
23.3	Commercial Time Sharing			0.0			0.0			0.0			0.0			0.0
23.3	Postal Fees (Other than APO Mail)	0.5	0.1	0.6	0.5	0.1	0.6	0.5	0.1	0.6	0.5	0.1	0.6	0.5	0.1	0.6
23.3	Other Mail Service Costs			0.0			0.0			0.0			0.0			0.0
23.3	Courier Services	6.5		6.5	7.0		7.0	7.0		7.0		8.8	8.8	8.0		8.0
	Subtotal OC 23.3	118.5	131.0	249.5	39.5	117.1	156.6	63.5	102.4	165.9	34.1	149.0	183.1	67.3	112.7	180.0
24	Printing and Reproduction	3.0	5.1	8.1	3.6	5.8	9.4	3.2	5.8	9.0	3.6	6.4	10.0	3.6	6.4	10.0
	Subtotal OC 24.0	3.0	5.1	8.1	3.6	5.8	9.4	3.2	5.8	9.0	3.6	6.4	10.0	3.6	6.4	10.0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0.0			0.0			0.0			0.0			0.0
25.1	Management & Professional Support Services			0.0			0.0			0.0			0.0			0.0
25.1	Engineering & Technical Services			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 25.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	112.5		112.5	120.0		120.0	118.1		118.1	125.0		125.0	125.0		125.0
25.2	Residential Security Guard Services	199.3		199.3	175.0		175.0	209.3		209.3	185.0		185.0	220.0		220.0
25.2	Official Residential Expenses			0.0			0.0			0.0			0.0			0.0
25.2	Representation Allowances	1.5		1.5	1.5		1.5	1.5		1.5	1.5		1.5	1.5		1.5
25.2	Non-Federal Audits			0.0	10.0		10.0	10.0		10.0	11.0		11.0	11.0		11.0
25.2	Grievances/Investigations			0.0			0.0			0.0			0.0			0.0
25.2	Insurance and Vehicle Registration Fees		4.4	4.4		4.9	4.9		4.9	4.9		5.3	5.3		5.3	5.3
25.2	Vehicle Rental		0.9	0.9		0.9	0.9		0.9	0.9		0.9	0.9		0.9	0.9
25.2	Manpower Contracts		8.8	8.8		9.3	9.3		9.3	9.3		10.6	10.6		10.6	10.6
25.2	Records Declassification & Other Records Services			0.0			0.0			0.0			0.0			0.0
25.2	Recruiting activities	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0
25.2	Penalty Interest Payments			0.0			0.0			0.0			0.0			0.0
25.2	Other Miscellaneous Services		31.4	31.4		31.4	31.4		31.4	31.4		31.4	31.4		31.4	31.4
25.2	Staff training contracts		7.6	7.6		4.4	4.4		4.4	4.4		4.4	4.4		4.4	4.4
25.2	ADP related contracts			0.0		2.7	2.7		2.7	2.7		4.0	4.0		4.0	4.0
	Subtotal OC 25.2	315.3	53.1	368.4	308.5	53.6	362.1	340.9	53.6	394.5	324.5	56.6	381.1	359.5	56.6	416.1
25.3	Purchase of goods and services from Government ac	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	258.0		258.0	303.2		303.2	303.2		303.2	263.9		263.9	318.3		318.3
25.3	All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 25.3	258.0	0.0	258.0	303.2	0.0	303.2	303.2	0.0	303.2	263.9	0.0	263.9	318.3	0.0	318.3
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance		44.0	44.0		81.9	81.9		81.9	81.9		79.6	79.6	18.0	61.9	79.9
25.4	Residential Building Maintenance		153.3	153.3		105.7	105.7		145.1	145.1		122.7	122.7		133.8	133.8
	Subtotal OC 25.4	0.0	197.3	197.3	0.0	187.6	187.6	0.0	227.0	227.0	0.0	202.3	202.3	18.0	195.7	213.7

Operating Expenses

Org. Title: USAID/UGANDA Org. No: 617 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	0.0			0.0			0.0			0.0			0.0		
25.7	Storage Services	0.0			0.0			0.0			0.0			0.0		
25.7	Office Furniture/Equip. Repair and Maintenance	0.2	6.3	6.5	1.0	4.4	5.4	1.0	4.4	5.4	1.0	5.3	6.3	1.0	5.3	6.3
25.7	Vehicle Repair and Maintenance	1.0	17.5	18.5		17.7	17.7		17.7	17.7		19.9	19.9		19.9	19.9
25.7	Residential Furniture/Equip. Repair and Maintenance		4.4	4.4		1.8	1.8		1.8	1.8		1.8	1.8		1.8	1.8
	Subtotal OC 25.7	1.2	28.2	29.4	1.0	23.9	24.9	1.0	23.9	24.9	1.0	27.0	28.0	1.0	27.0	28.0
25.8	Subsistence and support of persons (by contract or Gov't.)	0.0			0.0			0.0			0.0			0.0		
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26	Supplies and materials	138.7	404.3	543.0	47.6	308.0	355.6	67.6	316.8	384.4	71.2	301.9	373.1	118.3	338.0	456.3
	Subtotal OC 26.0	138.7	404.3	543.0	47.6	308.0	355.6	67.6	316.7	384.4	71.2	301.9	373.1	118.3	338.0	456.3
31	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31	Purchase of Residential Furniture/Equip.	11.7	1.7	13.4	106.0	11.0	117.0	123.0	2.7	125.7	106.0		106.0	62.0	74.0	136.0
31	Purchase of Office Furniture/Equip.	49.1	17.0	66.1		81.4	81.4	45.0	30.1	75.1	75.0		75.0	75.0		75.0
31	Purchase of Vehicles	62.9	68.1	131.0		58.8	58.8		127.4	127.4		127.4	127.4	120.0	30.2	150.2
31	Purchase of Printing/Graphics Equipment	14.0		14.0		15.9	15.9	15.0		15.0	20.0		20.0		30.0	30.0
31	ADP Hardware purchases	51.4		51.4		26.5	26.5	25.0		25.0	35.0		35.0	35.0		35.0
	Subtotal OC 31.0	189.1	86.8	275.9	106.0	193.6	299.6	208.0	160.2	368.2	236.0	127.4	363.4	292.0	134.2	426.2
32	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32	Purchase of Land & Buildings (& construction of bldgs.)	0.0			0.0			0.0			0.0			0.0		
32	Purchase of fixed equipment for buildings	0.0			0.0			0.0			0.0			0.0		
32	Building Renovations/Alterations - Office	0.0			0.0			0.0			0.0			0.0		
32	Building Renovations/Alterations - Residential	0.0			0.0			0.0			0.0			0.0		
	Subtotal OC 32.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42	Claims and indemnities	0.0			0.0			0.0			0.0			0.0		
	Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL BUDGET		3634.0	1000.0	4634.0	3634.0	1000.0	4634.0	4107.0	1000.0	5107.1	3634.0	1000.0	4634.0	4121.0	1000.0	5121.0
Dollars Used for Local Currency Purchases		1275.8			1272.0			1437.0			1272.0			1442.0		
Exchange Rate Used in Computations		1130.0			1130.0			1130.0			1130.0			1130.0		
Workyears of Effort 1/:																
	FNDH	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	FN PSCs	84.2	0.0	84.2	84.2	0.0	84.2	84.2	0.0	84.2	84.2	0.0	84.2	84.2	0.0	84.2
	IPAs/Details-In	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Operating Expenses

Org. Title: <u>USAID/UGANDA</u> Org. No: <u>617</u> OC	Overseas Mission Budgets														
	FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
Manpower Contracts	0.0	3.5	3.5	0.0	3.5	3.5	0.0	3.5	3.5	0.0	3.5	3.5	0.0	3.5	3.5
Total Workyears	84.2	3.5	87.7	84.2	3.5	87.7	84.2	3.5	87.7	84.2	3.5	87.7	84.2	3.5	87.7

1/ One workyear of effort is equal to 2080 hours worked.

ICASS/Program Requirements						
Per USAIDW	125.3		125.3		125.3	125.3
Per Service Provider	513.5		376.9		376.9	395.6 ((-- \oe-21617.wk4))